

LL.M. CAREER MANUAL

A Comprehensive Career and Professional
Development Guide for LL.M. Students



Office of Graduate Careers
GEORGETOWN LAW

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GEORGETOWN LAW

A MESSAGE FROM THE OFFICE OF GRADUATE CAREERS

Dear Graduate Student:

The Office of Graduate Careers at Georgetown Law would like to welcome you to the Law Center! We created this **Comprehensive Career and Professional Development Manual** (Career Manual) to assist you in navigating the job search process. The Career Manual addresses common concerns and provides advice to help you formulate your career planning strategies. It includes sections on everything from writing resumes and cover letters to preparing for interviews, in-person and virtual. Additionally, in the back of the Career Manual there are profiles of alumni from the program and a collection of sample job application materials, as well as sample employers of past students.

The Career Manual will be most effective if used in conjunction with additional resources available at Georgetown Law, such as the [Office of Graduate Careers website](#) and [Graduate Connections, our weekly newsletter](#). In particular, you are encouraged to come meet with a career advisor regularly during your time at Georgetown Law to further discuss and implement the advice found in the Career Manual.

We hope that you find the information contained in this Career Manual useful and that you will continue to use it as a reference throughout your career. Thank you for choosing to continue your education at Georgetown Law. We wish you success in your future endeavors.

Sincerely,

Office of Graduate Careers

INTRODUCTION

This Career Manual breaks down a large and daunting task—finding a job—into steps that one may easily integrate into a daily schedule. We hope that it serves as a guidebook to help you organize your search for post-Master of Laws (LL.M.) employment.

Looking for a job can be a job itself and requires you to be willing to devote the time and energy needed to yield positive results in today’s legal market. The Office of Graduate Careers is dedicated to graduate student career counseling and is located in the Eric E. Hotung International Law Building. Committed to providing graduate students with quality career information, the Office of Graduate Careers also offers advice on job search strategies, opportunities, and professional development; however, **students should not consider the Office of Graduate Careers to be a job placement service.**

Your success in finding post-LL.M. employment depends on many factors, primarily, the amount of time and effort you dedicate to your job search, your academic performance (both in your LL.M. and in your first law degree program), professional background, work experience, interviewing skills, professional relationships, desired practice area and practice setting, personal references, and the economic climate.

Using our timeline outlined later in this chapter as a template, you should create a personalized timeline for *your* job search that fits with *your* specific background and experience, and accommodates *your* academic obligations. The timing of the job search for graduate students is not an easy one to pin down. Due to the nature of graduate hiring, which occurs on an as-needed basis for most employers, the recruitment of graduate students generally occurs on a year-round schedule. For the most part, organizations and firms expect that graduate students will apply to positions directly and that candidates will pursue opportunities listed in [Simplicity](#) (Georgetown Law’s online jobs database) or elsewhere. Employers use the summer and fall recruitment season, known as On-Campus Interviewing (OCI), to select Juris Doctor (J.D.) students for summer associate positions. They do not hire graduate students in the same way that they recruit at the J.D. level. This is true for both graduate students who hold J.D. degrees and foreign-trained graduate candidates.

The graduate job search is neither seasonal nor driven by academic semesters. While most candidates may choose to wait until their spring semester grades are available for employers, others will begin a new job search as soon as they enter their graduate program. There is no specific approach to finding the right job. As a general rule, most graduate students will be interviewed in the spring semester after they have completed one semester at Georgetown Law. Interviews may also be conducted in the fall semester and following graduation from the graduate program. It is worth noting that, while we frequently meet with students in the spring semester who wish they had started their job search earlier, we have never encountered a student who started the process early but wished he or she had put it off until later.

Once you begin the job search process, one thing is certain: you must be prepared to articulate to any employer why you chose to continue your legal studies with a graduate law degree from Georgetown Law and what that means for the employer.

Some of the reasons that graduate students have stated they are continuing their academic training include:

- **A Desire to Change Practice Areas.** In this case, employers will not know how the candidate will perform in this new specialized area and will be curious about the reasons for that change. Many students have made career changes by marketing their existing legal and academic skills that are applicable to the new practice area of interest.
- **A Desire to Develop a Specialty.** For someone enrolling in the LL.M. program directly from law school who has taken several courses in the field of study already, this response should include the fact that you did well in the courses of interest to the potential employer.
- **An Opportunity to Enhance Your Academic Credentials.** This situation may arise because the candidate attended a lesser-known law school and wants to show what he or she can do at Georgetown Law or because the candidate's J.D. or first law degree grades are not exemplary. In this case, many employers will wait to see the first semester LL.M. grades, because they may not be familiar with the J.D. or first law degree law school and will want to see how the candidate performs in the specialized degree program at Georgetown Law.
- **A Wish to Gain U.S. Legal Expertise.** Whether to progress in their career in their home jurisdiction or to seek employment as a lawyer in the United States, some foreign-trained LL.M. candidates enroll in an LL.M. program to gain U.S. legal expertise and/or be eligible to sit for a U.S. bar examination. Employers will want to see exemplary performance in your courses to demonstrate that expertise.

I. A NOTE TO INTERNATIONAL LL.M. STUDENTS

1. The International LL.M. Recruiting Process

The majority of the foreign-trained LL.M. students at Georgetown Law return to their home countries after receiving their LL.M. degrees, but some do seek temporary or permanent employment in the United States. While U.S. visa laws typically allow LL.M. candidates on F-1 student visas to accept employment in the legal field for up to one year after the completion of their degrees through Optional Practical Training work authorization, it is important that you be well-informed about and have realistic expectations for the U.S. employment process and legal market. The job market for foreign-trained LL.M. students looking for legal positions in the U.S. following graduation is limited and extremely competitive

The hiring process for foreign-trained LL.M. students is significantly different from the hiring process for U.S.-trained J.D. students. Traditionally, LL.M. recruiting takes place on an as-needed basis, resulting in a year-round hiring season similar to and as part of the lateral attorney job market. This has both positive and negative consequences. The positive result is that opportunities may arise at any point during the academic year. The negative result is that often there is a frustrating lack of structure in the LL.M. job search process. Traditionally, employers do not reserve specific positions for LL.M. students in their summer and fall recruitment seasons and instead tend to hire from the LL.M. pool of candidates when the need for a particular expertise arises.

When U.S. employers seek to hire a foreign law graduate, they often want to develop or enhance their business and legal connections in the candidate's home country. The demand for students from any particular country or region will vary, and consequently, hiring decisions will consider the following factors:

- The current economic and political conditions in the U.S. and in your country of origin.
- The type, depth and length of your prior post-graduate professional experience.
- Your fluency in English.
- The U.S. employer's connections with your previous employer and your home country.
- The projects that the target employer is or expects to be working on that are linked to your home country, your specific work experience and/or your language skills.
- The specific practice areas you are seeking; and
- Your academic performance in your first law degree and in the LL.M. at Georgetown Law.

Only a very small percentage of Georgetown Law's foreign-trained LL.M. students interested in working in the U.S. are successful in obtaining U.S.-based employment each year, even short-term employment under Optional Practical Training work authorization. You must take into consideration the constraints of this limited and highly competitive marketplace when planning your job search. Perhaps even more importantly, and especially when it comes to long-term employment in the U.S., many employers prefer to hire from their traditional and familiar applicant pool—J.D. students.

We recommend that you learn what relationships businesses, law firms and government agencies in your home country have with potential employers in the U.S.. Additionally, you may want to identify the corporations from your country doing business in the U.S. and contact their local counsel to find out which organizations or law firms they work with here. You can do this by reading the business sections of the newspapers of the area where you live, as well as leading periodicals such as *The Wall Street Journal* and the *Financial Times*, among others. Also, review publications specific to the U.S. legal profession such as the *Legal Times*, *The National Law Journal* and local bar association newsletters. Most of these publications are available for your review in the Law Center's libraries. Read these documents with the goal of learning more about:

- What are the current hiring trends and needs in the area(s) you are interested in?
- What connections might the organization or firm you are targeting have with businesses back home?
- How can you better market your skills to U.S. employers?

While the LL.M. degree adds to your marketability, it does not guarantee that you will obtain a position. **Rather, your success will depend on the professional and academic portfolio you are able to present to employers and the amount of effort you put into your job search and even so, luck in timing your job search with favorable economic and political conditions.** The successful LL.M. job applicant must be proactive, organized and diligent in researching potential employers and building a network of contacts before and during their enrollment at Georgetown Law. At the same time, you should always keep your job search in perspective—your studies should be your first priority.

2. Optional Practical Training

Post-Completion Optional Practical Training (OPT) is an employment authorization that allows students holding F-1 visas to work in a position directly related to their field of study after completion of their studies (graduation). Students who do not have U.S. work authorization otherwise (U.S. citizen or permanent resident) will generally need to get approved for OPT if they wish to work in the U.S. after graduation. U.S. employers in the legal industry generally do not sponsor attorney candidates for H-1B positions without first becoming familiar with their work during a period of employment authorized under OPT. For more information about OPT, please review the [International Student Services website](#).

If you wish to use your OPT authorization to gain some legal work experience in the United States but are not seeking a long-term legal position, we still encourage you to use the resources listed in this Career Manual to search for temporary employment in the U.S.. While legal internships have traditionally been for law students who are currently enrolled in school, depending on employer flexibility, postings seeking legal interns might be a good starting point for your job search. You can also use the contact information in the academic year externship postings available in our [Pre-Approved Externships Database via TIP Symplicity](#) to reach out to those employers, since those employers will be familiar with Georgetown Law programs. Other keywords to use to search for temporary positions include (i) law clerk, (ii) legal assistant, (iii) research assistant, (iv) consultant, and (v) fellow/fellowship.

Sample Cover Letter Language

Many U.S. employers may not be familiar with OPT and may not be aware that it is a form of U.S. employment authorization. You may consider including a variant of the following sample language in the cover letter or cover e-mail to your job application:

“As a recent graduate of the Georgetown University Law Center, I am eligible for Post-Completion Optional Practical Training (OPT), an employment authorization by the U.S. government that allows me to work in a position directly related to my field of study. Through OPT, I will have U.S. work authorization for a period of twelve months and will be able to intern without needing sponsorship.”

For a more detailed example of a cover letter to a law firm asking to be considered for a position during the OPT period, please see **page A-68 in Appendix E**. For a list of past employers who have hired students during OPT, please see **page A-27 in Appendix B**.

3. Common Immigration and Employment Law Issues

The Immigration Reform and Control Act of 1986 (IRCA) requires that employers hire only people who are authorized to work in the United States. This typically includes U.S. citizens, permanent residents, and U.S. nationals. In fact, employers must verify an employee’s work authorization status within three days of employment. Thus, it is legitimate for an employer to require individuals to be authorized to work in the United States as a condition of employment. Moreover, an employer does not violate the law by refusing to sponsor an international student for an H-1B non-immigrant specialty occupation temporary work visa or for a permanent employment immigrant visa.

Sometimes, if U.S. citizenship is deemed to be an essential part of the position, is required to comply with a law, regulation, or an executive order, OR is required by a federal, state, or local government contract, employers can limit their interviewing and hiring to U.S. citizens.

You should not list your visa status on your resume. Your educational background and work history will display that you are an international student. You should never lie about your immigration status, but you are not required to disclose it on a document as it may disadvantage you. If your educational background and work history would cause an employer to think you are an international student but you are legally authorized to work in the United States without employer sponsorship, we have listed an example of how you can include this information on your resume on **page A-58 in Appendix D.**

Some employers adhere to strict policies against hiring foreign nationals. Others may prefer to hire U.S. citizens, but can be otherwise convinced. It is usually recommended that students wait until an employer asks, but be aware of whether the company has petitioned for visas in the past; you can use resources like GoinGlobal from the Georgetown Law Library to conduct this research. If you are being asked to travel for an interview, it would be wise to ask, “Is this a position in which the company is willing to petition for an H1-B as I am currently on F-1 status?”

There are certain ways an employer may legally ask you about your work authorization status. Please see the interview questions on **page 128** for examples of questions employers may and may not ask in interviews.

II. SAMPLE TIMELINE

To plan your job search during the year, we have set forth below a sample timeline. For a more comprehensive timeline for the 2021-2022 academic year, please refer to the [Office of Graduate Careers website](#). Please check the [Office of Graduate Careers website](#) and e-mails from Office of Graduate Careers (OGC) throughout the year to learn of new events and any changes to times and dates from what is listed in this timeline.

For a comprehensive list of all of OGC’s workshops and events, please visit the [Office of Graduate Careers website](#).

Before You Start

- Read your introductory edition of [Graduate Connections](#), our weekly e-newsletter, for updated information on our events and programs and tips on the job search process. The introductory edition is published in early August. A link to this edition can be found on the [Graduate Connections](#) section of our [Office of Graduate Careers website](#).
- [Graduate Connections](#) is typically published every Tuesday morning during the academic year. Develop a habit of reading [Graduate Connections](#) every week. Each edition of [Graduate Connections](#) will be sent to your Georgetown e-mail address and posted on the [Graduate Connections](#) section of the [Office of Graduate Careers website](#).

- **[U.S.-Trained LL.M. Students]** Start looking for an externship for your first semester, using our [Pre-Approved Externships Database via TIP Symplicity](#) (to receive your username and password for the Pre-Approved Externship Database, you must have registered via [our sign-up form](#)), [Symplicity](#) (once you get your login information during Orientation Week), and [other recommended jobs databases](#), such as [PSJD](#), [Indeed](#), [Idealist](#), and [LinkedIn](#).
- **[LL.M. IN TAXATION STUDENTS]** Consider applying for a Tax Court clerkship. Information on application procedures and deadlines can be found on the [U.S. Tax Court website](#). Application deadlines are usually in early August.
- Attend the Introduction to Office of Graduate Careers program at Orientation, which includes an introduction to Externships.
- For students interested in and with valid work authorization for federal government employment, review the new [Arizona Handbook for Government Honors & Internship Programs](#) (password is available on the [other recommended jobs databases](#) section of the [Office of Graduate Careers website](#)). Please use this handbook as a resource for applying to government honors programs, especially those with early deadlines.
- Read through this **Comprehensive Career and Professional Development Manual**.
- Follow [Office of Graduate Careers on Twitter](#) and join the [LinkedIn group, LL.M. Careers](#).
- After receiving your login and password information at Orientation, log into [Symplicity](#), Georgetown Law's online jobs and events database, to complete your profile and familiarize yourself with this platform and sign up for alerts.
- Sign up for Office of Graduate Careers workshops and events through [Symplicity](#). If you miss an event, links to the recordings of most of our programs will be available through [Graduate Connections](#).

First Semester

First Month

- Sign up for Office of Graduate Careers' workshops to develop a U.S.-style legal resume and cover letter. Resume and cover letter workshop dates will be announced in [Graduate Connections](#) and are included in the **Schedule of Events** available on our [Office of Graduate Careers website](#) and on [Symplicity](#),
- Attend the Building Relationships: Introduction to Networking and Informational Interviews program to learn about the relationship building skills necessary for a successful job search.
- Craft your resume and draft a cover letter using the skills you learned in our workshops and after reviewing the relevant sections of this Career Manual and our [Office of Graduate Careers website](#).

- Refine your resumes and cover letters by submitting them to Office of Graduate Careers for review and comment. To do so, please review the [Resume and Cover Letter Review Services section](#) of the [Office of Graduate Careers website](#).
- Using the skills you learn at our informational interviewing and networking workshops, attend career-related programming (typically held virtually). Use these events as an opportunity to meet practitioners in your areas of interest and to follow up with them for informational interviews. Review our sample e-mails on **pages A-77 through A-82 in Appendix E of this Career Manual** to learn how to set up informational interviews.
- Set up your profile on [Hoya Gateway Law Hub](#), Georgetown Law’s networking site for law students and alumni. Make new connections through algorithmic matching or search filters like location and practice area.
- If you have not already done so, create a LinkedIn profile. If you have questions about how to set it up, attend the Relationship Building Resources Webinar or make an appointment with a career advisor. Please review our tips for using LinkedIn in this Career Manual. Join our [LinkedIn group, LL.M. Careers](#) to connect with fellow Georgetown Law graduate students and alumni.
- Order business cards which are helpful to have when networking. For information on templates and vendors, see the Networking chapter of this Career Manual and the **Business Cards Handout** on the [Career Manual and Other Resources section](#) of our [Office of Graduate Careers website](#). In today’s virtual world, it is also important to make sure your e-mail signature is up-to-date and contains the same information that you have included on your business card.
- Reach out to the contacts you have from your previous work experience, your J.D. or prior law degree program or hometown or home country. Keep track of your contacts using the **Generating Your Contacts Handout** available on the [Career Manual and Other Resources section](#) of the [Office of Graduate Careers website](#). Your network of professional and personal contacts should know of your plans and interests with regard to internship or permanent employment upon graduation in May. Request their assistance with getting in touch with their contacts either by writing letters or e-mails, making phone calls on your behalf, or permitting you to use their name in introductions to employers.
- Students interested in pro bono opportunities should sign up for the Pro Bono Pledge and learn how they can be involved with the Georgetown Pro Bono Project through the [Pro Bono & Community Service section of the Georgetown Law website](#).
- Schedule an individual counseling appointment with a career advisor in the Office of Graduate Careers to start planning your job search. To schedule an appointment, please visit our [Office of Graduate Careers website](#). For quick career questions, visit the Office of Graduate Careers Drop-In Hours between 12:00 p.m. and 1:00 p.m. Monday through Friday. More information can be found on the [Office of Graduate Careers website](#).

Second Month

- For students who are not already participating in an externship in their first semester, plan to attend the Externship Information Session and Alumni Panel to learn more about externship opportunities available to you next semester. Start looking for an externship for your second semester, using our [Pre-Approved Externships Database via TIP Symplicity](#), [Symplicity](#), [PSJD](#), [Indeed](#), [Idealist](#), [LinkedIn](#) and [other recommended jobs databases](#).
- Choose an English-language legal writing sample. If you do not have a suitable writing sample now, consider using a paper you prepare for a class during your LL.M. program. For more details about writing samples, please see the Other Application Materials chapter of this Career Manual and the [Other Application Materials section](#) of the [Office of Graduate Careers website](#).
- Assemble copies of your transcripts from Georgetown Law and undergraduate/J.D./other law degree programs, as applicable. A photocopy or PDF version of your transcript may be used as an “unofficial” transcript for most job applications. For more details about transcripts, please see the Other Application Materials chapter of this Career Manual.
 - You can create a PDF version of your unofficial Georgetown Law transcript through [MyAccess](#). Go to the “Student” tab, click on “Student Records” and then “Academic transcript.” Select “Law Center” and then select “PDF.”
- Create a Reference List. Remember to request permission from each person you list as a reference. For more details about references and to see a sample Reference List template, please see the Other Application Materials chapter of this Career Manual.
- Set up job alerts in [Symplicity](#) and [other recommended jobs databases](#) to notify you of opportunities in your areas of interest.
- Make or maintain connections with adjunct professors, Georgetown Law *alumni*, and other practitioners. Schedule informational interviews. Keep track of your connections in a spreadsheet you can refer back to; you can use as a template the **Generating Your Contacts Handout** available on the [Career Manual and Other Resources section](#) of the [Office of Graduate Careers website](#). To learn about different resources for finding Georgetown Law *alumni*, please visit the [Networking and Relationship-Building section](#) of our [Office of Graduate Careers website](#). For students participating in externships this semester, check in with your externship supervisor about your performance in the externship and let him or her know about your job search.

End of the Semester

- Make sure that you continue to follow the steps above and complete any leftover tasks.

- Using your resume, cover letter, transcripts and writing sample, begin applying for jobs and externships. Look for jobs on [Simplicity](#), highlighted in [Graduate Connections](#), and in [other recommended jobs databases](#). Carefully read the criteria listed by the potential employer to find positions that interest you and that you are qualified for.
- Make an appointment with a career advisor to discuss your career strategy over the break. To schedule an appointment, please visit the [Office of Graduate Careers website](#).
- Submit your resume and other application materials to any relevant resume collections announced in [Graduate Connections](#).
- Continue to apply for externships if you have not already secured one for the following semester.

Second Semester

First Month

- Sign up for Office of Graduate Careers workshops and events by visiting [Simplicity](#). If you miss an event, links to recordings of the rest of the programs will be available through [Graduate Connections](#) and on the [Office of Graduate Careers website](#).
- Update application materials with second semester course information, first semester grades and a second semester externship, if applicable. If you need your resume and cover letter reviewed again, please review the [Resume and Cover Letter Review Services section](#) of the [Office of Graduate Careers website](#).
- Schedule a mock interview appointment with a career advisor in Office of Graduate Careers to work on your interviewing skills. To schedule an appointment, please visit the [Office of Graduate Careers website](#).
- Continue to apply for positions and follow-up by phone or e-mail with employers.

Second and Third Months

- Submit your resume and other application materials to any relevant employer-requested resume collections which will be announced in [Graduate Connections](#).
- Follow up on contacts made in your first semester and continue to make connections with *alumni*, adjunct professors and other practitioners to expand your network. For students participating in externships this semester, check in with your externship supervisor about your performance in the externship and let him or her know about your job search.
- Continue to apply for positions and follow-up by phone or e-mail with employers.

- If you have been offered a position and need assistance regarding salary and offer negotiation, please review the information available in the Interviewing Skills, Offers and Salary chapter of this Career Manual and the **Salary Resources Handout** available on the [Career Manual and Other Resources section](#) of the [Office of Graduate Careers website](#).
- Continue to attend career-related programming.

Rest of the Semester

- Fill out our post-graduation plans survey and schedule an individual counseling appointment with a career advisor in Office of Graduate Careers if you are still seeking employment. To schedule an appointment, please visit our [Office of Graduate Careers website](#).
- Carefully read the Graduation Edition of [Graduate Connections](#) and review our **Select Tools for Your Post-Graduate Job Search Guide** and use the information contained there to supplement your search efforts. Even if you are not still seeking employment, the **Select Tools for Your Post-Graduate Job Search Guide** contains valuable information about job-seeking resources and tools available to Georgetown Law LL.M. *alumni*.

CAREER PLANNING

Career planning is a systematic approach to figuring out what you want out of your professional life based on identifying work that is suited to your strengths and interests. It is the process of discovering the types of jobs that fit your unique mix of personality, traits, skills and interests. Career planning is an important endeavor for graduate law students, and your career planning process began when you decided to study law and continued when you made the decision to obtain a degree at Georgetown Law.

The Office of Graduate Careers is committed to providing graduate law students with quality information, advice and guidance on job search strategies, opportunities and professional development; however, **students should not consider the Office of Graduate Careers to be a job placement service.** Finding a job is the responsibility of each student. An effective job search is an organized one, so you need to be prepared to commit the necessary amount of time and energy that a successful job search typically requires. Looking for a job is a job itself and you need to devote significant effort to yield positive results in today's legal market.

The Office of Graduate Careers at Georgetown Law is here to provide assistance as you identify and reach your goals. In addition to this Career Manual, we offer the following services and resources to students:

- A comprehensive [Career and Professional Development website](#).
- One-on-one counseling and mock interview appointments and regular Drop-In Hours.
- Workshops to provide assistance in preparing resumes, cover letters, and other business correspondence.
- Extensive online resources and a job search resource library.
- Regular notices of networking events, seminars, conferences and resume collections for law firms and other employers in our weekly *Graduate Connections* newsletter sent to your Georgetown Law e-mail address and also accessible by visiting our website.
- Interviewing and networking skills training, including mock interview programs.
- Interview programs, primarily the International Student Interview Program (ISIP) and the Taxation Interview Program (TIP).
- Distinguished *alumni* and speaker series.

This following section serves as a roadmap for planning your career search. It breaks down what can be an intimidating undertaking—finding a job—into concrete and manageable tasks.

I. SELF-ASSESSMENT

The process of self-assessment requires the identification of work that is suited to your strengths and interests. Law students and lawyers alike routinely should engage in self-assessment in order to maximize their job satisfaction.

In brief, according to Deborah Arron, author of *What Can You Do With a Law Degree?*, self-assessment for lawyers essentially involves finding answers to three basic questions: Who am I? What do I want? What am I willing to give up in order to get what I want? Your answers will directly affect your career planning strategies.

- **Who Am I?** Determine your interests and skills. Decide what motivates you professionally and what type of office environment appeals to you. Define your values. Do you value independence, creativity, security, government or public service, prestige, significant financial remuneration, etc.?
- **What Do I Want?** Clearly define your career plan and goals for the future. Ask yourself, and other professionals, what kinds of experiences would be necessary to advance to the next level. Next, carefully evaluate how prior work experiences shaped your current professional goals. In a nutshell, did you enjoy the experience or not? Use these impressions to guide your career planning strategy.
- **What Am I Willing to Give Up?** Determine what you will sacrifice to reach your goals. Are you willing to give up time, salary, security and/or professional satisfaction? Questions pertaining to your comfort level with the requirements of a particular position are important to ask. Personal sacrifice is required for almost any job.

For more information on this topic, please review the Personal Career Action Plan available online on our website.

II. RESEARCH AND ESTABLISH A TARGET LIST OF POTENTIAL EMPLOYERS

Generally in the U.S. legal market, it is expected that students will prepare application materials, such as a U.S.-style legal resume, cover letter, writing sample, list of references and transcripts, and send them to employers to express their interest in working with them. Many of the available positions are posted on an organization's or law firm's website, and the majority of these opportunities arise based on the needs of the organization or firm. With this information in mind, it is in your best interest to highlight the unique skills and qualities you can offer the employers and to show them why they should hire you. Graduate students need to identify not only positions that are advertised, but also organizations and firms they are interested in learning more about. An important supporting and supplemental element to the application process is networking and relationship-building: your goal is to build a network of contacts throughout your target markets so you have the information you need to craft effective application materials and personal connections who can potentially recommend you to the hiring manager.

For a foreign-trained LL.M. student to find short- or long-term positions in the United States, one of the most successful ways is to develop ties with people or institutions in your home country that have connections in the U.S., as we mentioned in the congratulatory e-mail and letter that you received from the Office of Graduate Careers over the summer. We hope you followed our advice and brought with you leads in organizations or firms in which you are interested in order to contact them and introduce yourself. If you did not bring names or contacts, it is not too late to start this process. You may still want to reach out to your former employer(s), since some overseas organizations or law firms have relationships with U.S. organizations or firms that allow them to send an employee to the firm for some period of training.

Similarly, U.S.-trained LL.M. students should begin reaching out to any professional contacts as soon as possible. It is a great idea to make these connections before starting the program – the earlier, the better. Once the semester starts, and you begin your LL.M. studies, it will be harder to find the time to establish this foundation for your job search. Talk to the career office at your J.D. school to see if they can put you in touch with *alumni/alumnae* in your practice area and preferred geographic region, and reach out to those contacts before you begin your LL.M. program. Make sure that you are taking advantage of all the career resources that your J.D. program has to offer, including finding alumni in the Washington, D.C. area with whom to network.

All students should join LinkedIn and other online professional networks, and maintain a professional online persona. Maintaining an online presence will not only help you build your network, but it will help you stay in touch more easily with your existing contacts.

Researching prospective employers before the start of the job search process is critical to success. Following an honest self-appraisal, you should write down a list of possible legal employers to identify those offering your preferred practice areas. Next, you should further narrow the field of potential employers to craft an even more targeted list of matches. This list should focus on potential employers where you bring some factors that enable you to distinguish yourself from the competition.

If you have not already done so, your first step is to read about the practice areas in which you are particularly interested. Use the resources available online on our website and the websites of the J.D. Office of Career Strategy (OCS) and the Office of Public Interest and Community Service (OPICS) to learn more about various employment settings, including private practice, government, non-profit, corporate in-house and non-legal fields.

Law firms, corporations, international organizations, government agencies, non-governmental organizations and financial institutions represent the vast majority of employers for LL.M. degree candidates. Information regarding each type of organization and helpful resources for locating employers within these categories are discussed below.

1. Law Firms

Large Law Firms

Most large firms are located in urban areas, offer top salaries, and have high billable hour requirements. They typically have “summer associate” programs for second-year J.D. students and seek to hire most, if not all, entry-level associates from those programs. The current partnership track in large firms is 8-10 years. Generally, large firms would recruit U.S.-trained LL.M. students to fill entry-level positions they were unable to fill out of their summer associate class or experienced LL.M. students into “lateral” positions where they are looking for attorneys with comparable work experience in a peer law firm. Each year, some large law firms hire foreign-trained LL.M. students to serve in temporary foreign or international associate roles.

Mid-Sized Firms

Many attorneys find a smaller environment better suits their temperaments and work styles. These firms may also be the more typical employers in a desired geographic market. Salaries at medium firms generally are not as high as at large firms, but neither are the billable hour requirements. Some medium-

sized firms eschew summer program models and hire entry-level associates directly.

Small Firms

Nationally, one third of the attorneys in private practice work in firms of two to 10 attorneys. Many small firms are specialty boutiques, where all lawyers specialize in the same area of the law, but most are general practice firms. Salaries and billable hour requirements are often lower than at large firms, and partnership decisions do not generally follow standard tracks. Small firms often offer greater responsibility to younger attorneys than large firms, but they can require client generation earlier as well. LL.M. hiring, if any, would occur on an “as needed” basis and oftentimes positions are not posted but attorneys are rather found through word-of-mouth and networking

Identifying Law Firms that Hire Foreign Attorneys

A U.S. law firm specializing in international law may hire a foreign-trained attorney for a short-term or permanent position if the firm sees a strong business benefit in doing so. A firm may hire a foreign-trained attorney for his or her specific language abilities, for his or her knowledge of a particular culture or a foreign legal system and how it may affect the firm’s clients dealing with that country or region of the world, or because of the contacts the foreign attorney may have in his or her country that might add to the firm’s international practice (particularly those contacts who want to do business in the United States).

In addition, the firm may take a longer-term approach when offering an opportunity to a foreign attorney, looking beyond the internship or employment period to the time when the foreign-trained attorney returns to his or her country. The firm can refer work to that attorney or it may hire that attorney on a permanent basis to either work in a branch office located in his or her country or have the attorney establish a branch office for the firm.

Temporary Positions

Some law firms in the United States have specific **foreign associate or international visiting attorney programs** as part of their recruitment efforts. These programs enable foreign-trained attorneys to spend up to 12 months as associates of the firm to experience American legal practice before returning to their countries. **They are not intended for lawyers seeking permanent positions in the United States.** When you are seeking a foreign associate opportunity, it is important that you keep the firm’s business needs in mind. This is an opportunity for you to leverage your language skills, specialized legal knowledge and professional connections in your home country to make a **business case** for why the firm should hire you. The firm will not be interested in a candidate who explicitly states they have no intention of returning to his or her home country. **Appendix B, beginning on Page A-17,** contains a guide to foreign associate programs, including a list of employers who have hired Georgetown Law LL.M. students for foreign associate programs.

A foreign-trained associate is expected to engage in all aspects of the practice of law while working in a law firm. The following list represents a sample of the responsibilities that you can expect to have during a three- to twelve- month position at a U.S. law firm:

- Legal research and writing of memoranda on specific matters related to the practice area.
- Assisting lawyers with the preparation of various documents for filing with several regulatory

agencies.

- Assisting partners with the preparation of documents for closings of various transactions, and participating in such closings.
- Preparing closing binders of the relevant documents in any transactions.
- Interpreting and translating in connection with activities involving your native language, and preparing documents in your native language.
- Assisting partners and associates in negotiations on behalf of clients from your home country.
- Providing attorneys with advice with respect to your home country law.
- Assisting generally in international transactions.
- Other work customarily performed by legal assistants and law school graduates who have not yet become members of a State Bar.

Permanent Positions

LL.M. students seeking permanent positions at U.S. law firms are competing with J.D. graduates for these entry-level associate positions. U.S. law firms considering LL.M. students for more permanent positions typically prefer LL.M. students to have at least two to three years of relevant experience in private law firms in their home countries. Typically, LL.M. students who have secured permanent employment with U.S. law firms have a common law education, excellent or native command of the English language and prior relevant work experience at large international law firms in their home jurisdictions.

2. International Organizations

Many international organizations, especially larger ones, actively recruit lawyers for legal and quasi-legal positions. Most of these organizations post job vacancies directly on their websites. For most legal positions within international organizations, academic and professional experience related to the organization's objectives is extremely important, and in many cases, organizations like to see multiple years of experience. Some international organizations have official entry-level hiring programs for young, relatively inexperienced professionals. Another viable option for less experienced attorneys is to seek a short-term consultancy position with these organizations.

Some of the positions available with certain international organizations are not strictly legal but will prove to be an excellent opportunity for a student interested in global issues. The Inter-American Development Bank, the Organization of American States, the World Bank Group and the United Nations are examples of these types of organizations. For more information on working with international organizations, please review the relevant sections of our website.

3. Non-Governmental Organizations (NGOs)

NGOs are non-profit organizations that are designed to serve people by making the public aware of policy issues and researching and promoting human rights. Many NGOs have limited funding, so job opportunities will depend on the size of the organization and budget constraints. A demonstrated interest in the issues the NGO works on is beneficial to getting a position. This often starts with unpaid positions. If you are interested in an unpaid position with this type of organization, you should look into internship and externship opportunities to help you get the skills and expertise in your field of concentration. For more information on working with non-governmental organizations, please

review our website.

4. Corporations

Businesses and corporations often have their own “in-house” legal staff and, in some instances, they even hire some foreign lawyers. The following are examples of different types of corporations with in-house legal departments that may hire LL.M. students from Georgetown Law:

1. U.S. and foreign banks and financial institutions.
2. Technology companies.
3. Consulting firms or companies.
4. Trade corporations.
5. Brokerage houses and asset management firms.
6. Large accounting firms (many are diversifying into consulting organizations including international tax consulting).
7. Financial consulting organizations with international departments.

III. ORGANIZE YOUR SEARCH

After thorough research into your chosen field and preferred type of employer, you should generate a list of at least twenty potential employers in each of your preferred geographic regions. Create a Microsoft Excel chart which contains a tab for each type of entity to which you wish to apply (e.g., one tab for law firms, another one for government agencies and a third one for international organizations). Each time you take any action regarding an application or contact an organization or firm from the list, make notes on the tabs allotted to the appropriate employer and document the action you have taken. Keeping records and notes of relationships with these contacts will help keep you organized as to where you are in terms of building relationships with various potential employers.

Research the available opportunities within each organization or firm, paying particular attention to each employer’s application requirements. Do an honest assessment of your prospects of employment with each employer. Make notes of any correspondence, including e-mail correspondence, that you send to the employer(s) in the appropriate tab or entry of your Excel chart. Identify upcoming deadlines for each employer and create a timeline for yourself based on these dates. Set calendar reminders for yourself. This will help you avoid missing a critical deadline that would prevent your application from receiving full consideration.

You may also want to create a more detailed Excel chart with the following columns to keep you abreast of what you have done or need to do with each of your applications. A sample [Job Search Organizational Chart](#) can also be found in the handouts section of our website.

- Name, address, phone number and e-mail address of the employer. If you responded to a blind listing (one that does not include the name of the employer), write down any other identifying information.
- Any specific contact information you have for the employer. For example, the person to whom

you addressed your correspondence, or anyone else in the organization or firm that you may have also contacted.

- The title of the position that is open and a description of that position.
- Any contacts you have with the employer. Do you know (or have you met) someone who works there? You may want to reach out to that person to talk about your candidacy and see if they have any pointers for you.
- Brief, general description of the organization or firm to which you applied. Include the type of employer (e.g., corporation, law firm, public interest organization, government agency) or type of practice and size (if known).
- How you learned about the employer. For example, did you learn of the position through Symplicity, a friend, an organization's website or an adjunct professor?
- Specific or possible opening. Do you know that the employer has a specific opening, or have you chosen to apply to the employer because of a particular practice area or geographic location? If you have requested an informational meeting (see more information about this topic in the networking chapter of this Career Manual), keep track of this distinction as well.
- The application materials you sent (e.g., a cover letter, resume, list of references, writing sample, transcripts), the mode of communication you used (e.g., regular mail, e-mail), and the date the materials were sent.
- Any follow-up correspondence either by you or the employer. Make sure to include the dates of such contacts.
- Keep a record of the date, time, location and the name(s) of the individual(s) with whom you scheduled the interview, if the employer asks you to meet with them.
- Resolution. What happened with regard to your application with this employer?

Spending the time to research and identify your “best bets” is the most efficient way to proceed. A willingness to delve deeper into targeted research translates into increased efficiency in every step that follows. Experience has shown that there is a correlation between smart research and increased probabilities of a successful outcome in the job search process.

When looking for a job in the U.S., you should be aware that potential employers are concerned about a foreign attorney's work restrictions, U.S. visa regulations and State Bar admission rules that preclude practice of foreign attorneys in some jurisdictions. These, among other issues, make looking for a job in the U.S. a very difficult and time-consuming task for international attorneys. Take an assertive, but not aggressive, approach to the job search process; let the potential employer know that you are highly qualified for and can do the job. We suggest you focus on learning how to market your skills and qualifications. We recommend that you look at the **Schedule of Events** in *Graduate Connections* and plan to attend the workshops and programs organized by the Office of Graduate Careers to learn more about the job search process.

IV. ACTION PLAN

Once you have organized and created a targeted list of potential employers, it is time to carry out your plan of action. Successful execution of your strategic plan requires active and concurrent involvement in a variety of tasks: (1) developing contacts, (2) preparing materials unique to every application, (3) sending targeted mailings, and (4) obtaining relevant work or volunteer experience. You will not be successful if you fail to follow through on every aspect of this process. While you may find one type

of implementation tool more “user friendly” than another, we encourage you to use each and every one of them. Each tool has an important role to play in the process.

1. **Develop Contacts Through Networking and Maintain Them**

Networking is the informal term used to describe the ways in which you can connect with other professionals and gather useful information regarding your search. A job search that is limited to paper or online resources, and does not also include people resources, is likely to be ineffective. Conventional wisdom indicates that approximately 80% of LL.M. positions are obtained as a result of personal connections. **Thus, networking alone could be the most important aspect of your career search.**

Networking by developing contacts will not produce immediate results. Contacts require cultivation over time. Consequently, networking should start as soon as you are enrolled in the LL.M. program and should continue throughout your professional career. Your initial contact might take the form of inquiries or informational interviews. Please read the chapter on networking and informational interviews in this Career Manual for more detailed information.

The first step in this process is to consider:

- What do you want from your contacts?
- What kind of information and advice are you seeking?

Second, develop a contact list. Contacts come in many different shapes and sizes: friends, relatives, friends of friends, *alumni* and *alumnae* from your J.D., first law degree and/or undergraduate institution, professors, and former employers to name only a few. Remember, your contacts do not have to be in the legal profession. For instance, many business people are acquainted with attorneys.

In all conversations with established and new contacts, let them know that you are hoping to obtain advice, suggestions, ideas, and information. Consider the following sources for connecting with attorneys who might be helpful to you:

- **Current Georgetown Law J.D., LL.M. and S.J.D. Students.** Keep in mind that your current classmates could be hiring partners in law firms or heads of organizations or may have close contacts with the very employer in which you are interested. Do not waste this opportunity; get to know your classmates.
- **Former and Current Professors.** Your law professors, both at Georgetown Law and your J.D. or first law degree program, know many people in the legal world. Seek out the advice of professors with whom you have had some contact.
- **Georgetown Law LL.M. and S.J.D. Alumni.** Graduates of the LL.M. and S.J.D. program may prove to be excellent resources. Our website contains information on how to find Georgetown Law *alumni*.
- **Personal Connections.** Do not overlook the people with whom you might be connected through family and friends. Go through your contacts and contact not only those people who

are lawyers, but also anyone you know who might have connections in your preferred geographic area or chosen practice area.

- **Professional Associations.** Join as many bar associations, professional associations, and student organizations as possible; become active in the groups that focus on the areas of law in which you are interested, or the affinity group you identify with. Monitor their events and attend as many as your schedule allows.

Participating in events and regular meetings will go a long way toward helping you meet attorneys practicing in your area and gathering substantive information.

There are a number of bar associations in the Washington, D.C., metropolitan area that have exciting programs and meetings, informative lectures, luncheons and dinners throughout the year. You may also be able to join local bar associations in other geographic areas of interest and attend their programs and events virtually. If you can show an interest in the activities of the association and volunteer to help with events and programming, they will be more likely to remember you when career-enhancing opportunities arise. You may even have the opportunity to meet people that are dealing first-hand with some of the issues you are studying in your courses, and to hear their positions on the issues. Many of these events are listed in *Graduate Connections*.

- **Professional Contacts.** Pay particular attention to those people with whom you have worked in the past. Think of past internships or full-time employment situations, and contact former supervisors. In addition, some of you might have had exposure to clients who might have counsel or other connections in your area.
- **Programs Organized at Georgetown Law.** Continuing Legal Education (CLE) programs at Georgetown Law (generally free to students), in addition to programs sponsored by the Office of Graduate Careers, the Office of J.D. Career Strategy, and the Office of Public Interest and Community Service, are offered throughout the academic year. Watch for information provided in *Graduate Connections* regarding specific programs.

2. Prepare Unique Materials for Every Application

The successful LL.M. job applicant must prepare a variety of written materials. The documents required for your job search include a U.S.-style legal resume, a cover letter, transcripts (both your J.D. or first law degree and LL.M.), a list of references, and a writing sample. Potential employers usually formulate their initial impressions about a candidate from a review of the applicant's written materials. **Therefore, we cannot overstate the importance of preparing documents that present you in the best light possible. It is critical that your written materials be proofread to be grammatically correct, tailored to each job application, and immaculate in presentation.** You must proofread the documents repeatedly; in addition, you should ask a friend or colleague to review your materials as well. We also encourage you to submit them to the Office of Graduate Careers for review. There never can be too many sets of eyes looking at your materials.

Please read the next chapters of this Career Manual to get a good overview of the materials you need to prepare and use during the course of your job search.

3. Use Targeted Mailings

If used properly and judiciously, a targeted mailing can be an effective job search technique. Note that **targeted** mailings are distinctly different from **mass** mailings. For a mass mailing, it is estimated that the average response rate is a mere 2%—including responses that do not generate an interview or a job offer. Experts have found that only well-researched mailings, carefully compiled and using several limiting criteria for inclusion, are likely to prove successful.

At the LL.M. level, all of your correspondence with potential employers should be targeted to a specific organization, firm, person, or position. During the fall semester, you should devote time, energy and effort to developing a list of potential employers that meet your goals and specifications. How do you limit your mailing list and turn a mass mailing into a more effective targeted mailing? Choose your targets and try to establish a connection with the employer or an attorney working at the employer. Factors to consider:

- Geographic location
- Hiring history (has the employer previously hired an *alumnus* or *alumna* from Georgetown Law or your J.D., first law degree or undergraduate institutions?)
- Practice specialty areas
- Size of the employer
- Type of employer

In addition, make the effort to target specific individuals within the firm or organization that you have chosen. These individuals will include people you have learned of through current contacts (i.e., previous employers, professors, classmates, colleagues, etc.); the person at the head of the practice area most relevant to your LL.M. course of study; the hiring partner in your preferred practice area; or an *alumnus* or *alumna* from the Georgetown Law LL.M. program; or a practitioner from the country of your law degree.

There are different resources you can use to define your target audience, depending upon the type of employer in which you are interested. We encourage you to start your research of potential employers by reviewing the resources available on our website.

Many students ask whether it is preferable to conduct targeted mailings by regular mail or by e-mail. Generally, e-mail is perfectly appropriate.

Once you have sent a targeted letter to an employer that meets your criteria, keep track of it via the method you have selected to organize your job search and make sure to follow up. We suggest that you do so by telephone within two weeks. It is easy for a contact to have the best of intentions to respond to an e-mail, but to get distracted. Therefore, following up with a phone call is best.

4. Obtain Relevant Work or Volunteer Experience

Students who are likely to have the most success in marketing their LL.M. credentials are those who have had practical experience in the subject area of their graduate school program specialty. An LL.M. degree combined with relevant legal experience either before entering Georgetown Law or while

attending the Georgetown Law may enhance your chances of obtaining employment at the organization or firm of your choice.

If you have not had any legal work experience prior to entering Georgetown Law, you might consider completing an externship through the LL.M. Academic Externship Program or seeking a full- or part-time position in your area while in school. Keep in mind, of course, that if you are attending the program full-time, it is strongly recommended that you do not work more than 20 hours per week. If you are not a U.S. citizen, prior to accepting any employment during your studies, you should consult with Georgetown Law's Visa Coordinators at lawcentervisa@georgetown.edu.

The following is an illustrative list only and is provided to give you ideas for what to consider in pursuing paid and unpaid positions that will provide you with legal experience. Not only does this experience provide critical hands-on training, knowledge and contacts, but it also may lead to paid, long-term employment. If you have not entered Georgetown Law with relevant legal experience, and if you have not been successful in obtaining a position providing such experience, consider the following:

- **Symplicity.** When employers contact the Law Center with job openings, they are posted on our online Job Listings Database called Symplicity, which is accessible to you using your NetID and password. The job listings are searchable by various criteria and updated daily. For more information on how to use this resource, please visit our website.

The best way to find leads for interesting positions (paid or unpaid) is to visit Symplicity regularly to view the listings. Graduate students should bear in mind that, even if the job listed is not specifically seeking a graduate student, they should still apply if they otherwise meet the criteria listed in the position description.

- **Online Job Resources.** Review newspapers specific to the legal profession, such as the *Legal Times* and *The National Law Journal*. Local bar association journals may also be useful. The more specific and targeted your job search, the more relevant those job listings in specialized journals and magazines will be to your credentials. Each of the American Bar Association sections has its own publication that frequently lists job openings. You can access these publications online.
- **Externships.** Georgetown Law offers a two-credit externship program for current graduate students each semester during the academic year. Externships offer students the opportunity to gain insight into the legal system by seeing law in action and to gain a deeper understanding of an area of the law by integrating classroom work with real-world experience. Externships also allow students to explore their professional objectives, to understand better an area of practice, and to enhance opportunities for public or community service.

Students interested in participating in a graduate externship must apply to the Office of Graduate Programs through a defined application process. You can review a database of pre-approved externship opportunities on our website. For more information regarding externships, please review our chapter on Externships beginning on **page 147**.

- **Government and Public Interest Internships.** The government and public interest sectors,

particularly in the Washington, D.C., metropolitan area, offer hundreds of internship opportunities. Most public interest and government internships are unpaid. Many Georgetown Law students have received excellent experience working in a U.S. Attorney's Office, a government agency, an international trade, securities, or tax organization, an advocacy organization, or other nonprofit organizations. Students generally find these opportunities through contacts, and targeted mailings.

You can search for government positions through Symplicity, PSJD, or [USAJobs](#). Please note many U.S. government positions, including internships, are limited to U.S. citizens.

- **Judicial Internships.** Many judges at both the federal and state levels are interested in having one or more volunteer interns for the academic year. Students often are able to get a great deal of research and writing experience in these positions, as well as opportunities to see how a courtroom functions and how judicial decisions are made. The U.S. Tax Court judges may also seek interns or externs. While judicial internships may be available for non-U.S.-citizens, please note that longer-term positions such as clerkships may require U.S. citizenship.
- **Research Assistant to a Professor.** Georgetown Law professors often hire one or more research assistants for the academic year. These positions are excellent opportunities to work closely with a professor while developing your legal research skills. A research assistant position is a great vehicle for obtaining an outstanding faculty recommendation. Typically, professors use one or more methods of hiring students. They may invite individual students who have excelled in their classes to be their research assistants or they may advertise the openings on Symplicity. Students have also had success in obtaining a research assistant position by approaching a professor whose work they are interested in and inquiring as to whether they are in need of a research assistant.
- **Small Firm Opportunities.** Most small firms hire law clerks when they have an immediate need and do not advertise positions far in advance of the starting date. Rather than advertise, small and mid-size firms often hire through contacts. You should use Lexis-Nexis, the NALP Directory of Legal Employers, Westlaw, LinkedIn, and Hoya Gateway to identify Georgetown Law *alumni* or *alumnae* working in these small or mid-size firms to inquire about opportunities. In addition, periodically check Symplicity, as many firms, especially those in the Washington, D.C. area, advertise this way.
- **Specialized Bar Association Projects.** Since bar associations depend upon volunteers, there are often projects that need to be undertaken but not enough people devote the time and energy to doing them. If you are willing to take on such a project and to view the experience as a career investment, it too can provide hands-on experience in your projected specialty area. When considering a volunteer position or a bar association project for purposes of increasing your marketability, be very selective in the types of projects you are willing to accept. The project should be one that will fill the hands-on experience void, such as drafting a brief, writing an article, or preparing a report on a relevant topic. Keep in mind that any volunteer activity is also likely to provide you with ample networking opportunities, such as introducing you to attorneys already working in your area of expertise.
- **Volunteer or Pro Bono Positions.** Although unpaid, a volunteer position will provide actual

hands-on experience in your field that you may list on your resume as substantive experience, and is an extremely worthwhile investment in your future.

- **Internships at the World Trade Organization (WTO).** WTO internships are extremely competitive and hundreds of applicants (250-650) submit their documents for consideration each year. Georgetown Law typically sends student applications in the Spring semester, with a good record of success in recent years, to the following divisions:
 - The Appellate Body Secretariat
 - Legal Affairs Division

For complete information on all internship possibilities at the WTO, please visit the [WTO Website](#). For an example of a cover letter sent as part of the application process to the WTO, please review **page A-70 in Appendix E**.

5. Be Flexible

Flexibility is important in today's job market. In order to effectively market yourself to a broad range of employers, combine your general background with your specific area of interest. While some employers value the strength of a graduate law degree, others are equally interested in the versatility and adaptability of candidates. In fact, recent experience has proven that large law firms are generally not the most likely employers of LL.M. graduates. Broaden your focus to include small and medium-sized law firms, non-profit and international organizations, accounting firms and government agencies to enhance the chances of finding employment.

In addition, keep an open mind when deciding on geographic location, size of organization or firm, salary and ideal employer. While you may have in mind the perfect job, there may be several steps to obtaining it. Never rule out a potential opportunity before exploring it. You may find one where and when you least expect it. In the case of a foreign-trained LL.M. student, the best recommendation is to look for opportunities in the U.S. *as well as* opportunities back home. Remember that after your investment in the LL.M. degree, you should keep all of your options open and not discount finding a valuable job in your home country or in a country where your skills are going to provide you with better opportunities.

Appendix A contains *alumni* profiles showing the variety and breadth of career paths taken by *alumni* of Georgetown Law's LL.M. program.

6. Do Not Neglect Your Academic Commitments

Although you should pay special attention to the job search process and integrate it into your daily schedule, you must remain focused on the substance of your academic experience here at Georgetown Law. Legal employers demand excellent academic performance; this has never been as true as it is in our current economy.

Employers focus on several factors when considering qualified candidates, including experience in the field, law school credentials and your performance in your degree program. The caliber of the school of your J.D. or first law degree as well as your performance and the honors you received as a law student will be of major importance to a potential employer. While the LL.M. degree will not change the fact that employers will first look at your credentials from your J.D. or first law degree program,

there is no doubt that performing at the top of your class in the LL.M. program provides a great deal of marketability. Most employers will expect a minimum B+ average or significantly better in the LL.M. program. Poor academic performance in the LL.M. program at Georgetown Law will hurt your ability to achieve your career goals.

7. **A Word About Search Firms/“Headhunters”**

While legal search firms have a valuable role to play in the employment market, many employers are unwilling to pay a fee for new hires coming directly from school. Frequently, when employers use the services of a “headhunter,” it is to locate an attorney with extensive specialized experience and an established portable client base. The majority of individuals obtaining an LL.M. degree do **not** fit that bill, but there are certainly exceptions. Again, as a job hunter, it is worth checking out all avenues. Do not expect, however, that the headhunter will do your work for you. You still must play an active role in the process. If you are going to explore the possibility of using a headhunter, given your own qualifications and needs, the Office of Graduate Careers can provide you with a list to start this process. Also note that there is typically no fee involved with using a search firm or “headhunter.”

NETWORKING AND INFORMATIONAL INTERVIEWING

Networking is the ongoing process of building professional contacts. The purpose of networking is to build long-term relationships for professional development and personal growth. There is no time limit, deadline or geographic limitation for networking, nor does the need to network end when you have secured employment. However, it is crucial to begin networking as soon as you begin your program, if not before. Students who are most likely to find jobs after graduation are those who began building their networks **before** arriving at Georgetown Law. Even if you have already not done this, you can still begin to form professional relationships in your desired practice areas in both your home country, if relevant, and the United States. In either case, do not forget about maintaining your existing contacts while forming new networking contacts through Georgetown Law.

Networking may involve contacting people you know, or people with whom you have some connection, to request assistance with your job search. These individuals do not need to have a job to offer you, and they need not be particularly high-ranking or influential professionals. Any professional contact is helpful if they can provide you with advice and information about a particular practice area, career path or job market and introduce you to additional contacts who might be helpful in your job search. As a guiding principle when you begin the networking process, remember that people are often willing to help you if you just ask them!

Networking offers you access to:

- Information;
- Advice;
- Direction;
- Opportunities; and
- Referrals.

I. NETWORKING 101

1. What is the Purpose of Networking?

In general, networking is important for three reasons:

- **Finding the “hidden” job market.** Many jobs are not advertised, but instead are given to the right person who appears at the right time. Make that person **you** by developing a network of contacts, and staying in touch with them periodically.
- **Getting your resume to the top of the pile.** In a tough legal job market, where there are so many applicants for every position available, it is more important than ever to be creative in getting your resume to stand out. Nothing works as well as having someone in a position of power recommend you—and networking is the way to make those contacts.
- **Working on your job search even when you are not working on it.** Once you establish contacts in your field who know you are looking for a job, they will be able to keep an eye out for you and let you know if they know of any openings. Make sure to follow-up with these contacts as they can be busy and forget to contact you.

2. How to Get Started: Researching Contacts

Make the most of your time here at Georgetown Law! Georgetown Law has incredible resources to assist you in your job search. Graduates from the law school comprise a large and powerful network, not just in this city but also throughout the world. You can find Georgetown Law *alumni* through a variety of different resources available to you on our website. Most of these resources are online. If you need assistance accessing them and/or learning how to use them, you can get more information from Office of Graduate Careers or the Law Library.

Attend panel discussions, Continuing Legal Education (“CLE”) programs and other events. When you attend events, remember that your contacts may be either the speakers on the panel or the other participants. Bring your business cards, and when you meet a potential contact, offer your card to obtain theirs.

- **Office of Graduate Careers Events.** Our office holds many events throughout the year. Our panel discussions consist of experts in the areas of law in which Georgetown Law offers an LL.M. degree or certificate. These practitioners are coming to Georgetown Law to give back to the community, and they usually stay after the program to talk to students. Ask them for a business card, and follow up afterwards.
- **Continuing Legal Education (CLE) events.** Georgetown Law has CLE trainings on-campus, and many are free for students who show their GOCard. Take advantage of these opportunities to meet with professionals in your field. Visit the [CLE Website](#) for a list of upcoming CLE events.
- **In-Person and virtual events around Washington, D.C. and the surrounding area, or in your desired market.** Every week in *Graduate Connections*, we highlight events and programs that are relevant to our graduate student population. We encourage you to use these events as networking opportunities. Also, if you are interested in another geographic market, look for events that are scheduled by bar associations or other special interest groups, and take advantage of them to meet practitioners from your target geographic market.

During the continuing COVID-19 pandemic, public health guidelines may prevent in-person gatherings or events. You should approach virtual networking opportunities the same way you would with an in-person event, viewing speakers and other panelists as potential contacts. Engage with the program the way organizers have requested—for example, through the videoconference’s chat feature, through breakout rooms, or via a question and answer session at the end of the program.

Be creative!

- Brainstorm and compile a list of all of the people you know, without regard to the type of jobs they have. Then think about the people who they may know. Do they have contacts for you? Sometimes students dismiss lawyers they know who are in practice areas they do not want to consider. But you never know who that lawyer went to law school with, may be related to, or otherwise might be able to put you in touch with.
- Think about asking family members and their friends for contacts relevant to your area of interest.
- When you are in non-professional environments, tell your story (see our Elevator Pitch section on **page 33** to learn how to craft your story). There is nothing wrong with discussing your job

search in casual conversation at a party. The new person you are meeting might have high-level contacts in the very organization where you are hoping to work.

3. **Develop Your Networking Plan**

This section provides an outline of an easy way to get started with a cohesive networking program. Make a commitment to reach out to a certain number of potential contacts every week—for instance, you may want to start with five e-mails or messages via LinkedIn or Hoya Gateway. The more consistently you follow your program, the more likely it is to result in job leads.

Step One: Initial Contact. Once you have developed a list of contacts, start sending e-mails or other forms of messages to those individuals. A good formula for this introductory note is as follows:

- Introduce yourself;
- Underline your connection, if any;
- Propose a brief informational meeting, in person, on the phone, or via videoconference, as well as a few dates and time you are available in the next two weeks, or leave it open to the contact's convenience; and
- Optional—for a contact you have been introduced to by someone you already know, consider attaching a resume so that they have some information about you in advance of the meeting. This is not typically recommended for a contact you do not already have a connection to, as it may look too much like you are interested solely in applying for a position at their organization and not in setting up an informational interview.

EXAMPLE

Subject: Nice Meeting you at Georgetown Law

Dear Mr. Smith:

My name is Lucas Luis Mendoza, and I am currently pursuing an LL.M. in International Business and Economic Law at Georgetown Law. You may remember that I met you after the October 3, 2021 panel discussion on export control matters. I found the panel discussion very informative, and it confirmed my interest in pursuing a career in export control law.

I was wondering if you might have 20 minutes to speak with me next week Wednesday, Thursday, or Friday afternoon (either via Zoom or on the phone). I am very interested in learning more about your career path and to hear any advice you may have for me at this stage of my career.

I am attaching my resume for your reference. I will contact you within the week to follow up on this e-mail. Thank you for your time.

Best regards,

Lucas Luis Mendoza, Esq.
Candidate, LL.M. in International Business and Economic Law, expected May 2022
111 First St., N.W., #1A
Washington, D.C. 20011
(202) 555-1212

For additional examples, please review the relevant sample e-mails requesting an informational interview beginning on **page A-77 in Appendix E**.

Step Two: Follow Up. This is the step that most students skip, and as a result they find networking to be frustrating because they never hear a response to the e-mails they have sent. Remember that the person you are e-mailing is, in most cases, *very* busy; they may have the best of intentions to get back to you, but higher priority items have gotten in the way. **Make it easy for the contact!** Follow up with them and let them know you are still very interested in a meeting. As a rule of a thumb, you can try to follow up after two weeks, if you do not get an initial response.

Remember that hearing back from one or two out of every five people you have contacted in this manner is a positive response. Do not take it personally if you do not hear a response. The contact person may be in the middle of a huge case, or something else may be going on in his or her life that does not leave them enough free time to help you out at this particular moment. Although disheartening, do not become frustrated if a contact does not respond to your request. If you have not heard from the contact after two weeks, you may send a follow-up e-mail. If you have not heard back after two weeks from sending your follow-up e-mail, you should move on to your next contact. Move on and continue with your plan.

Step Three: The Informational Interview (more details on informational interviews can be found on page 45). Once you have set up a time and place to meet with the contact in person or by phone or videoconference, you have to turn your attention to how to conduct the informational interview. Remember that, unlike in a job interview, you are in control of the agenda at this meeting, which means you should be prepared with questions about the topics you are most interested in. We strongly suggest that you wear business attire to an in-person informational interview or to a videoconference. Your demeanor should be eager, interested and curious, and you should be well-prepared. You should do as much research on the interviewer and his or her organization as you would do for a job interview.

Each person conducts an informational interview differently, and there are many different ways that work. One thing that you must always remember, though, is **not to ask for a job!** Generally speaking, you should let the person know that you are interested in a job and interested in their organization generally, but you should **not** come out and ask them to consider you. The fact that they will do so is implicit but not explicit, and in many cases not being able to consider you for a position is not because of you (e.g., there are no open positions at the organization or there is a hiring freeze). Some general guidelines to consider:

- Avoid yes or no questions.
- Ask several questions about the person's current and former positions. How does this job compare to other jobs they have had? How did they find this current job?
- What do they like and not like about their current job? About the field? About practicing in their particular practice setting?
- What would they recommend to someone like you, who is just starting out? How did they get from where you are sitting to where they are sitting? What mistakes did they make? What would they definitely do again? If they were looking for a job in their field today, what would they do?
- After they have looked at your resume, what types of organizations, firms or companies do they think would be most interested in a candidate like you?
- **The Most Important Question to Ask:** Ask the person if there is anyone else they know who would be helpful for you to talk to. Make sure you write down the other person's name and contact information, and, if possible, how the original contact knows them. This is how your list of contacts will grow. In addition, you are much more likely to succeed in getting an informational interview with the person who was recommended. The recipient of that e-mail may be more willing to meet with you because a mutual contact suggested reaching out.

You should keep a record of every meeting, noting the main points of the discussion. It is advisable to take notes during your discussion, as the person will most likely give you names and other types of information to research.

Step Four: Send a Thank-You Note. It is just as important to send a thank-you note for an informational interview as it is to send one for a job interview. It is equally appropriate to send the thank you via e-mail or by U.S. mail but remember that an e-mailed note will reach the recipient in a more timely manner. Remember to concisely summarize the main points of your meeting and to thank the person for his or her time.

Step Five: Stay in Touch. You should update your contacts periodically so that your meeting with them stays fresh in their minds. The following are suggested occasions on which to get in touch with your contacts:

- Let them know when you have met with the people they suggested as contacts for you.
- Keep them posted at the end of the semester or year and let them know about any good grades you received.
- Let them know about an interesting research paper you are working on.
- Keep them in the loop if you win any awards or honors.
- Let them know when you receive your grades back.
- Invite them to any professional events you are attending in which you think they may be interested.
- Send them an article on a topic that interests them.
- Send them an update if you get an externship or other work experience. Include an updated resume reflecting the experience.
- Let them know when you get a job, so that they know where you are. You never know when they can serve as a professional resource for you or when they might hear of another opportunity for you, or when you may be able to do the same in return for them!

4. Networking Has Many Benefits!

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

When networking, it is **reasonable** to expect:

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

Every year we hear more and more stories about students who have found their jobs through networking as a result of information gained, a referral, or one of the many other benefits of networking. More than ever before, it is not what you know, but who you know, that lands you the job. The good news is that you are more in control of the “who you know” than you think!

Despite its importance, networking often has negative connotations for students. But think of networking this way: it is simply a means of meeting new professional contacts and sharing helpful information. This information is helpful in your job search and in practicing law after you obtain your LL.M. degree.

It is perfectly normal to feel shy, nervous or intimidated when it comes to networking. However, networking is a vital skill that you will use throughout your career. If you have not already begun the networking process, now is the perfect time to start, since the Office of Graduate Careers will provide you with resources, support and encouragement during every step of the process.

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

II. THE “HIDDEN JOB MARKET”

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

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

III. CREATING AN ELEVATOR PITCH FOR NETWORKING PURPOSES

Networking opportunities can arise when you least expect them, and you only have a few seconds to make a great first impression. Therefore, we suggest that you prepare an “Elevator Pitch” in advance of any networking opportunity, so that you can clearly articulate to any new contact:

- Who you are;
- What you are seeking to accomplish;
- What you can offer to a potential employer; and
- How to follow up for further discussion.

We call this type of introduction an “Elevator Pitch,” because it will ideally communicate all of this information in the short amount of time it takes to ride in an elevator (between 20 and 30 seconds)! To create an Elevator Pitch, consider following this formula:

- Start by introducing yourself—who you are, and where you are currently;
- Follow with a brief description of where you have been by briefly describing any relevant past employment, internships, volunteer activities, study abroad, etc.;
- Then, let the listener know where you would like to be and what you can offer to that type of employer (for example, you would like to secure an internship in the field of international

- trade, and you could offer your specialized legal training and relevant work experience); and
- Close with a request for a business card so that you can follow up with the networking contact (whenever possible).

Now, Create Your Own Elevator Pitch.

1) Who You Are. Start by introducing yourself—who you are, and where you are currently.

Examples:

- “Hello! My name is Michelle Ryan and I am an experienced arbitration attorney currently studying for an LL.M. in International Business and Economic Law.”
- “I am a Brazilian-trained international trade lawyer with five years of private practice experience.”

Write your own:

2) Where You Have Been. Follow with a brief description of where you have been by briefly describing any relevant past employment, internships, volunteer activities, study abroad, etc. Look at your resume to develop this section

Examples:

- “Prior to starting the program here, I completed a variety of internships in China and Hong Kong, focusing on corporate transactional work.”
- “Before coming to Georgetown, I was an associate at a large international law firm in Paris for four years, working primarily in the area of international commercial arbitration.”

Write your own:

3) Where You Would Like to Be and What You Can Offer. Bring together where you have been with where you are currently by describing how you wish to combine those two elements into your next career move. This section will be targeted to the person you are speaking to.

Examples:

- “I am seeking to secure an internship in the field of environmental law by offering my specialized legal training at Georgetown and my work experience back in my home country.”

- “I ultimately would like to work at a large law firm in London, specializing in cross-border finance, which is why I came to Georgetown Law to learn more about U.S. and international regulations in this area.”

Write your own:

- 4) *What You Would Like to Accomplish.* This portion of your elevator speech also changes depending on the context but will help you segue into the next portion of your conversation. Unlike the previous section, this is a very narrowly defined request that you will make.

Examples:

- “I would appreciate the opportunity to learn more about your career path and your thoughts on finding success as an attorney in this field.” **[networking reception]**
- “Could we exchange business cards so I may follow up with you to arrange a further discussion about your thoughts on this field?” **[introduction by an acquaintance]**
- “I am excited to interview with your firm today and I believe my work experience and academic background are an excellent fit for this position.” **[job interview]**

Write your own:

EXAMPLE

My name is Charles Bourgeois, and I am a French-trained attorney studying for an LL.M. in International Business and Economic Law at Georgetown Law. Before enrolling in the LL.M. program, I was a corporate associate at a large international firm in Paris for four years. I worked on many international transactions, which motivated me to learn more about international regulations affecting project finance. My ultimate goal is to work for an international organization doing project finance work, contributing my significant practice experience, specialized legal training and dedication to the field. I would appreciate the opportunity to learn more about your career path and ask for some advice about mine. Can we exchange business cards, so that I can follow up with you to arrange a further discussion?

We suggest that your Elevator Pitch take no longer than 20 to 30 seconds to deliver. **Remember:** The goal is to introduce yourself, communicate succinctly what you are hoping to accomplish, and ask for contact information so that you can follow up with the networking contact. You do not have to share your entire background or describe your job search in great detail (although you should be prepared

to do so, in case the individual to whom you are speaking asks further questions).

To ensure that your Elevator Pitch is not too long or too rushed, it is important that you practice out loud. Try delivering your Elevator Pitch in front of a mirror and to a friend or colleague, and make any revisions as necessary.

Neither is it necessary, nor preferable, to memorize your Elevator Pitch, but some people find that knowing it by heart makes them less anxious in delivering it. Remember that you do not want to sound like a robot, but you do want to be able to give the information outlined in your Elevator Pitch without hesitation. You want to be able to draw information from various aspects of your education, experience, skills, achievements and career goals which “fits” the person with whom you are speaking and the topic of your conversation.

IV. BUSINESS CARDS AND E-MAIL SIGNATURES FOR STUDENTS

One of the first steps a student should take upon arriving at Georgetown Law is to order personalized business cards. Students need to have professional business cards because they can be useful in networking. Whether you are seeking a job at the end of your LL.M. program, an internship or externship during the academic year, or simply want to develop a network of contacts to assist you in your future professional life, it is never too early to think about how you are going to build your professional contacts while in Washington, D.C.. Developing a network of contacts is crucial to your job search process. In addition to the networking events offered by the Office of Graduate Careers, there are a number of bar associations in the D.C. metropolitan area that have relevant programs throughout the year, and we will highlight those events we think may be of interest to you in *Graduate Connections*. Students should bring their business cards to these networking events and hand them out to practitioners and others they meet and ask whomever they are speaking to for their business card in return.

There are a number of ways students can create personalized business cards:

- By ordering them from the [Hoya Copy Center](#) or a **commercial vendor** such as [Vistaprint](#) or [Moo Cards](#);
- By printing them at the local **FedEx** (400 New Jersey Avenue NW) or at the nearby **Minuteman Press** (555 New Jersey Avenue NW); or
- By simply printing them using a **personal printer** at home.

Remember to describe yourself as an “LL.M. Candidate” or “Master of Laws Candidate” on your business card and to set out your contact details clearly and concisely. We have created several examples of business cards for LL.M. candidates viewable on our website.

Due to the continuing COVID-19 pandemic, public health authorities may recommend against in-person meetings in favor of adhering to social distancing guidelines. If social distancing guidelines are in place during your time at Georgetown Law, we recommend you focus instead on your digital “branding” via your LinkedIn profile and other publicly accessible social media and that your e-mail signature has all of your relevant program and contact details.

If you have any questions about what information you should put on your business card or e-mail

signature or where to place this information, please set up an appointment with an advisor or e-mail gradprofdevp@georgetown.edu.

V. HOW DO I START NETWORKING?

- Anyone can be a networking contact: the student sitting next to you in class, your parents' neighbor, your doctor, a professor, former supervisors, your home country's embassy representative, people in organizations that interest you, members of bar associations (Inter-American Bar Association, Washington Foreign Law Society, etc.) or anyone with whom you have something in common (i.e., the same college, social club or professional association).
- Your previous schools can get you in touch with *alumni* willing to help you.
- Throughout the year, a number of law school programs provide networking opportunities. Remember, generally speakers would not volunteer to speak at law schools if they were not interested and available to meet with students following the programs (and often times beyond).
- Take every opportunity to build your professional contacts. You can network while waiting in a grocery store line, riding the bus or Metro, attending a professional seminar or Law Center program or meeting with a professor. Professional organizations and bar association meetings are great places to meet people. Be alert to opportunities and **always** conduct yourself professionally—especially in Washington, D.C., as you never know who you will meet or where you will meet them. Students have been known to successfully network by simply striking up a conversation with someone on an escalator or in line at a pharmacy.
- LinkedIn is also a great source of information about potential networking contacts. You can use your personal contacts to find other contacts of relevance, and you can search for graduates of all your schools in fields of interest or preferred geographic areas.
- Similarly to LinkedIn, Hoya Gateway is an online community designed for Georgetown University students and alumni to make connections and build professional relationships.
- Once you have identified contacts, you can communicate with them through an e-mail or letter of introduction. In using any of these approaches, the initial contact must concisely and precisely inform the reader:
 1. Who you are (if you have previously met the contact, politely remind them of who you are and perhaps how you met in order to jog their memory; if another contact referred you, mention that person's name);
 2. How you identified the contact; and
 3. Why you are writing (you are currently searching for employment; you would appreciate **any** advice and/or information they would be willing to share with you; request a brief meeting (informational interview), indicating when you will call to arrange it).

Please review our sample e-mail requests for informational interviews beginning on **page A-77 in Appendix E** for examples on how to draft your letter or e-mail or introduction.

- If public health guidelines permit and if the contact is local, you can request an in-person meeting. If you have an out-of-town contact, however, you can request a phone or video appointment, unless you are able to travel for a face-to-face meeting.
- Talk to people about your career interests and goals. Most people are more than willing to share information with someone; in fact, most people are flattered by the attention and truly want to help.

- Follow up on all referrals and keep your professional contacts apprised of your career status.
- Be organized. Now is the time to start keeping a list, spreadsheet or some other method of keeping track of your contacts so that you can easily maintain contact with them. Remember—networking does not stop at an initial meeting; networking is a means of creating **long-lasting professional relationships**.

VI. AN OVERVIEW OF BUSINESS ETIQUETTE FOR NETWORKING FUNCTIONS¹

Below you will find some helpful suggestions for navigating an in-person networking function like a cocktail reception.

Arrival to Networking Functions:

- Do not arrive earlier than 10 minutes prior to the starting time.
- Be sure to register and/or sign in at the reception table.
- Only if feasible and appropriate, obtain the name of the person organizing the event, and send that person a thank you note afterwards.

Name Tags:

- Print your name in a LARGE font so that people can read it, if appropriate.
- Wear your name tag on your right side, so people can easily read it when shaking your hand.

Beverages:

- If beverages are provided, hold the beverage in your left hand, so that your right hand is accessible to greet people with a handshake.
- Be very cautious about your alcohol consumption at any networking event. You might think you are fine, but others may have a different impression. Remember that poor first impressions are very difficult to overcome!

Introductions:

- Always stand when meeting or greeting someone. If there is a table or desk between you, walk around to face the person.
- Always offer your name right away, if you are being introduced and your name has not been given. Tell the person your full name once (and in the case of some students, your Western name, if that is what you would prefer to go by professionally).
- If you are introducing yourself, mention who you are in addition to your name (for example, “My name is Lisa Howell and I am studying for an LL.M. in International Business and Economic Law at Georgetown Law”).
- A firm handshake is VITAL! You use your right hand and connect hands at the joint of the

¹ Adapted from “Present with Confidence: An Etiquette Program for Students and Associates to Polish their Professional Presence” by Anne L. Hensley, LPC, Associate Director of Career Services, Saint Louis University School of Law.

thumb. Be sure to establish eye contact when you are greeting someone.

- If you are introduced to a person with a disability, wait for them to initiate the handshake.
- Use your elevator pitch, when appropriate. See **page 33** for information on how to craft your elevator pitch.
- Be sure to introduce the most important person first (for example, “Mrs. Chairperson, I would like you to meet my classmate Mark Brown”).
- Add a “conversation opener” to help people begin a conversation (for example, “My name is Anthony Phillips, and I am studying for a Certificate in Employee Benefits at Georgetown Law. Do any of you work in this area of tax law?”).
- If others join your group, be sure to include them in the conversation by introducing yourself and briefly sharing what was just said before they arrived.
- When you do not remember names and you need to introduce someone, it is polite to say “I’m sorry, I have forgotten your name,” or ask “Have you met each other?”

Conversations:

- When attending networking functions, set a goal to make a genuine connection with at least two people.
- Before arriving, think of two open-ended questions to ask, so that people must answer with more than “yes” or “no” (for example, “How long have you been practicing in this area of the law?”).
- Think of questions that begin with “How” or “What.” Be mindful of your tone and approach. No one wants to feel interrogated or “trapped” in a conversation.
- Look for people standing alone or in groups of three, so that you may seamlessly integrate into the conversation.
- When joining a group, ask “May I join you?” Acknowledge if someone was speaking.
- When exiting a conversation, mention that you have enjoyed speaking with the person and that you need to introduce yourself to someone else at the event, or freshen your drink, or use the restroom, etc.

General Advice for Networking Functions:

- Make sure you are dressed appropriately to match the function. You don’t want to stand out for being over or under- dressed. See below for definitions of “business attire” and “business casual.”
- Do not tell rehearsed jokes. You never know who might be offended by the content.
- Be aware of your body language when listening to others speak. Do not fold your arms across your chest, and do not look around the room to see who is there. Nod your head, and keep eye contact with the person speaking.
- Do not interrupt someone who is speaking. Let people finish their sentences before you begin speaking.
- Help keep the conversation flowing. However, be aware of others’ body language indicating their desire to end or move on in the conversation.
- Do not be a constant complainer, and do not get caught up in gossip. More often than not, it will circle back and may even harm you.

- Learn to give compliments and kind words. Smile.
- Equally important, learn to receive compliments—a simple “thank you” works.

VII. AN OVERVIEW OF ZOOM ETIQUETTE FOR VIRTUAL NETWORKING FUNCTIONS²

Due to the continuing COVID-19 pandemic, much of your networking may still be virtual. Follow these simple tips to ensure a stable connection to your Zoom meeting and to look and sound your best when you are engaged in virtual networking or interviewing.

1. Use A Wired Connection When Possible

If your computer has a network port, you can use an Ethernet cable to plug directly into your router for the most stable connection possible. Many newer laptops do not have a network port available, but you can get an adapter for whichever type of port is available on your laptop. When connected by Ethernet, you should go into your computer’s internet settings and disable Wi-Fi so that it does not try to default to a less stable connection.

2. Stay Near Your Wi-Fi Router

If a wired connection is not possible, you should at least try to be in the same room as your router to allow for the strongest wireless connection possible.

3. Reduce Traffic On Your Home Network

Everyone is streaming video and playing online games these days, and that probably includes your family or roommates. Having multiple devices actively using the internet in your home will eat up your bandwidth and can cause connectivity issues with your Zoom call. If you are about to start an important Zoom call, ask your housemates to take a break from using their devices to help improve your connection.

4. Close Unnecessary Tabs and Applications

Your internet browser and any other applications that connect to the internet could be adding unnecessary strain to your bandwidth and reducing the quality of your connection. Even applications that do not use the internet could be putting a strain on your computer’s processor, making it harder for Zoom to send out a high-quality video stream.

5. Consider Turning Off Video

If you have tried everything listed above and are still experiencing connectivity issues, you may want to turn off your video and continue your Zoom meeting via audio only to save bandwidth.

6. Light Up Your Face, Not Your Background

Making sure your face is well lit from directly in front of you with no bright lights in the background

² Adapted from a handout prepared by Kyle Benardos, Multimedia Specialist at Georgetown Law.

allows your camera to automatically focus on your face and deliver the clearest image possible.

7. **Keep Your Camera Level with Your Face**

If you have a tendency to sit with your laptop on your lap when you join Zoom meetings, you may be presenting yourself at an unflattering angle without realizing it. Try setting your laptop or external webcam so that is level with your face - place it on a stack of books if you need to!

8. **Be Mindful of Your Background**

Try to pick a plain background if possible, especially one where you know there will not be any people or pets roaming around. A busy background can be distracting for others, may come off as unprofessional, or even cause issues with your camera's auto-focus if there is a lot of motion. If you are interested in using Zoom's Virtual Background feature, it works best if you are in front of a completely blank wall. Many video conferencing platforms also offer a blur feature, blurring your background while keeping you in focus.

9. **Test Your Microphone**

Within your Zoom settings, there is a handy 'Test Mic' button that allows you to record your own voice and immediately play it back. If the audio from your built-in mic is not clear, there are a few steps you can take to improve it. First, eliminate as much background noise as possible - especially loud droning sounds like your air conditioner or washing machine. If that does not help, try using whichever external microphones are available to you. A headset or even a pair of earbuds with a built-in mic could help to improve your audio quality. After you plug in your external mic, use the dropdown menu next to the 'Test Mic' button to switch over from your built-in mic. If all else fails, you can join using phone audio. You can access this feature via the dropdown menu next to your mute button within a meeting. Phone audio is usually not as clear as your device audio, but if your other microphone options are faulty, then phone audio is a good option to fall back on.

VIII. **SPECIFIC PECULIARITIES OF AMERICAN NETWORKING FUNCTIONS AND COCKTAIL PARTIES**

As in any country, there are specific cultural cues and norms that should be observed in any social setting in the U.S., and especially during a professional networking event or opportunity like a cocktail party or a networking reception involving food and drink. The following are a few examples:

- **Why do Americans insist on discussing the weather?** Here is the easy answer: Americans tend to avoid controversial or overtly personal topics with professional colleagues. Now for the tricky part: **What do Americans consider controversial or overtly personal?** Americans, as a rule, do not discuss politics, religion or money. You may see Americans discussing such topics, but be wary. Such discussions are usually couched in terms of what is in the news (i.e., an objective view of the topic at hand) and are rarely heated discussions or debates. In many cultures, having a political debate is an intellectual exercise that all participants enjoy. This is **not** the case in the United States. Be careful to avoid offending people, and follow the lead of the Americans in the group until you are comfortable with the bounds of the social norms for conversation topics. This is why Americans often begin conversations with discussion of the weather. It is a neutral, impersonal, non-controversial

topic that everyone can contribute to.

- **What is the appropriate way to greet someone?** Americans greet each other with a firm handshake of the right hand. This is true regardless of the gender and age of the people involved. Only within close social circles do people hug or kiss each other. This type of greeting should not be used in a professional setting. Americans do not bow as a sign of respect.
- **What does “business attire” mean?** Business attire means a suit. For men, this should be a neatly pressed suit—darker colors are considered more conservative and formal. Black, dark blue, or charcoal gray suits are appropriate for networking and/or interviewing. Suits should be paired with a solid colored blue or white shirt and a conservative tie. Men certainly can and do wear shirts and ties with more “style” in business settings, but **not** for interviews or networking events where first impressions are so important. Neatly polished shoes and dark socks are also worn. Men should be neatly groomed—facial hair is acceptable if neatly trimmed, fingernails should also be clean and neat. For women, many of the same rules apply. While in many larger cities it is acceptable for women to wear pant suits, in some smaller towns and more conservative cities and in courtrooms, women are still expected to wear a skirt with a suit jacket. Skirts should not be shorter than one or two inches above the knee. Jewelry and makeup should be conservative. Generally, closed-toed shoes are considered more formal than open-toed shoes.
- **What does “business casual” mean?** Business casual is not the same as casual. For men, business casual means nice slacks or khaki pants and a neatly-pressed collared button down shirt with no tie. In colder months, men sometimes wear a nice sweater over a shirt. For women, nice slacks, khakis or a skirt should be worn with a neatly-pressed collared shirt or sweater. Sleeveless shirts, sandals, t-shirts and denim jeans are rarely acceptable in a business setting. If in doubt, err on the more formal side.
- **How do Americans present their business cards?** The presentation of business cards in American business settings is less formal than in many other regions of the world. Typically, at the end of a conversation, someone will simply ask another person for his or her card. Americans do not typically offer their card unless it is requested. Examples of how such exchanges occur include:
 1. “I have really enjoyed speaking with you. Could I get your business card so that we can keep in touch?”
 2. “I would like to contact you later this week regarding what we discussed. May I give you my business card so that you will remember who I am when I do so?”
 3. “Thank you for taking the time to meet with me this afternoon. May I have your business card in case I think of any follow-up questions?”
- **How do Americans receive business cards?** Unlike other cultures—notably Asian cultures—there are no hard social norms about receiving business cards. Americans do not have “rules” about whether to hold the card by two corners or four when presenting or receiving business cards. However, cards should be placed in a suit jacket pocket, or outside pocket of a purse upon receipt. This places the card in a place where it will not become bent

or lost, and is not so difficult to maneuver as to distract from the conversation. This is often done while the people involved continue to talk. Tip: After the event write down the place and event where you met the person and a brief description on the back of the card so that you remember.

- **Is it okay to drink alcohol at a professional cocktail party?** Yes and no. Americans often offer beverages, both alcoholic and non-alcoholic, at networking events and cocktail parties. Be careful to recognize the difference between a social and business setting. In business settings, more than one alcoholic drink should not be consumed. If you decide to have an alcoholic drink, drink it slowly throughout the event. If you wish to have another drink, water or a carbonated beverage is a good option. Often, you can request such drinks with a slice of lemon or lime. By doing so, you will not draw attention to the fact that you are abstaining from alcohol (there can occasionally be social pressure to have an alcoholic drink—regardless of the pressure you may be feeling, more than one alcoholic drink is not appropriate in a business setting). In any case, drinks should be held, with a napkin, in the left hand so that the right hand is available (and not cold or wet) for greeting other people with a handshake.
- **Is it okay to eat at a cocktail party?** Yes, in moderation. Americans will often snack on such offerings, but you should not convert the snacks into a meal. Remember that the goal of such an event is to maintain existing professional relationships while creating new networking opportunities and professional relationships. This is very difficult to do if you are never available to talk because you are focused on eating.

IX. TEN TIPS FOR MINGLING AND NETWORKING EFFECTIVELY AT R-E-C-E-P-T-I-O-N-S

(Adapted from Material Provided by Mary Crane & Associates)

#1: Remember and Repeat Names.

LISTENING is the real key to remembering names. During introductions, many of us make the critical error of thinking about what we are going to say next rather than listening to what the other person is saying. Listen as the other person provides his or her name and descriptor. You may wish to confirm the person's name out loud. You will increase your chances of remembering that name if you begin to use it right away or associate it with another person you know well. To help others remember your name, wear a nametag and print your name in LARGE text.

#2: Elevator Pitch

If appropriate, provide your name and an “elevator pitch.” When in a business-social setting, especially when you are meeting potential clients, introduce yourself in a way that will help you become memorable. An elevator pitch is not an autobiography but a quick summary of who you are, what you are seeking to accomplish and what you can offer to a future employer. Start by introducing yourself—who you are, and where you are currently. Follow with a brief description of where you have been by briefly describing any relevant past employment, internships, volunteer activities, study abroad, etc. Then, let the listener know where you would like to be and what you can offer that type of employer (for example, you would like to secure an internship in the field of international trade, and you could offer your specialized legal training and relevant work experience). If you are joining a group mid-

conversation, then keep your introduction brief (for example, just your name and the fact that you are currently studying for an LL.M. at Georgetown Law). See **page 33** for more information about elevator pitches.

#3: Cocktails and Food

Networking receptions are primarily about meeting as many people as you can, not eating as much food as you can. While it is certainly acceptable to eat any hors d'oeuvres offered to you at the event, you should use your left hand and keep your right hand free for handshakes. You should keep that rule in mind for drinks as well. You may also choose to abstain from drinking alcohol altogether at business events. That is certainly fine and you should never feel pressured to drink at a business get-together. It is always better not to drink than to drink too much and embarrass yourself in a professional setting.

#4: Eye Contact and Engagement

One of the most off-putting things you can do while making small talk with a new group of people is looking around the room for someone else to engage in conversation. If you are talking to someone, that person should receive your full attention. Make eye contact and engage with the other individual—ask them questions to show that you are listening closely to what they are saying. Even simple questions like where they're from or if they had to travel far for the event can provide further topics for discussion.

#5: Pardon the Interruption

Should you wish to enter into a conversation that is taking place among a group of people you do not know, approach the group, listen to what is being said, and make eye contact with other participants. After another member of the group asks a question or there is a pause in the conversation, feel free to introduce yourself and ask a follow-up question if appropriate. If you already know someone in the group, say hello to your acquaintance and introduce yourself to the other participants when there is a pause in a conversation.

#6: Timing

Punctuality is important for business events and you should plan to show up on time or a few minutes early. However, sometimes, especially in situations involving students, events are scheduled for the same night and you may wish to attend both. It is acceptable to RSVP for both receptions and stagger your attendance in order to attend both.

#7: Individuals Who Are “Approachables”

If you are attending an event alone and you do not immediately recognize any of the other guests as an acquaintance, introduce yourself to an “approachable.” These are the people who are people standing alone or in groups of three. A group of two people might be engaged in a private conversation and it may be awkward or uncomfortable to interrupt them. Someone standing alone can also be an important and valuable contact. Avoid approaching people who look engaged in serious conversations or people who look like they already know each other well.

#8: Off-Limit Topics

The general rule of thumb is to avoid topics that are personal or controversial (or even potentially controversial). That means to avoid conversation topics like politics, religion, or money. You also may not ask about someone's marital status or sexual orientation. Additionally, even though you may glean advice about your job search from people you meet at networking receptions, it is generally

inappropriate to ask them to evaluate you as a candidate or to ask for specific information about openings.

#9: Network, Network, Network

To make the most of a networking reception and to meet as many people as possible, you need to circulate and mingle. When you are ready to leave one conversation and move onto another, simply let the other participants know how pleased you were to have met them and how much you enjoyed the conversation and then move on. This is the appropriate time to ask other participants if they would like to exchange business cards. Knowing when to move onto another conversation also allows you not to monopolize all the time of someone who may be too polite to indicate s/he is losing interest in speaking with you. It also allows someone else who may have been too shy or timid to break into your conversation a chance to speak with those people.

#10: Send a Thank-You Note

A key rainmaking skill is the art of becoming memorable. Because writing thank-you letters or e-mails has become a lost art, every time you send one, you enhance your chances of being remembered. If you have already made a positive impression, sending a prompt follow-up note will serve to reinforce that positive impression. An effective thank-you note following a networking function requires you to write three simple sentences:

1. Describe the event.

Thank you for inviting me to the tax law reception.

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

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

3. State your next action step.

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

X. ADAPTING IN-PERSON INTERACTIONS FOR A VIRTUAL ENVIRONMENT

If public health guidelines are limiting in-person gatherings, then many of your opportunities for networking will be taking place through virtual events. While most ways of conversing and the topics of conversation will stay the same, a key adaptation you will have to make is how to quickly follow up with a potential contact after the event. As discussed above, becoming memorable is a key skill for facilitating successful relationship building, and large-scale virtual interactions make it harder for you to make an impression. It then becomes imperative for you to send an effective note to anyone you wish to connect with after the event as soon as possible. Whether you are sending people an invitation to connect on LinkedIn or Hoya Gateway, or an e-mail asking for an informational interview, our advice is that you do so within 24 hours of the event to maximize the ability of the recipient to connect you to the program.

XI. WHAT IS INFORMATIONAL INTERVIEWING?

Informational interviewing is one way to build your network of professional contacts while learning inside information that will be helpful to your job search. It is the process through which career planners and job seekers learn about career opportunities and it is the part of the networking process

where you are actually sitting down and exchanging information with a contact. Informational interviewing can provide:

- Insights into a career field of interest, including skills needed, entry-level positions, employment trends, job opportunities, etc.;
- A realistic view of working in the career field you are investigating;
- Assistance with academic planning;
- Ideas for volunteer, summer, part-time, externship and internship opportunities related to specific fields;
- Professional contacts and increased confidence in interacting with professionals;
- A better opportunity to “be in the right place at the right time”;
- A foot in the door; and
- Information about special concerns (i.e., salaries, part-time or flexible hours, diversity-related issues).

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

As with any interview, it is important that you prepare for the meeting in advance. Research your contact’s practice background so that you can ask them relevant questions. Also, conduct your own self-assessment so that you can easily explain how your interests, skills and experience would be valuable in a particular practice setting.

1. Candidates for Informational Interviews

- Those seeking information about particular career fields or professional settings;
- People seeking information about opportunities in certain geographic markets; and
- Applicants seeking information about opportunities within an organization.

2. Do’s of Informational Interviewing

- Conduct a self-assessment exercise prior to your informational interviews to construct your network. Explore your interests, values and skills so you will be better prepared to discuss them with others.
- Be honest with yourself and your contacts regarding your reasons for wanting to talk to them. An informational interview is not a job interview.
- Make appropriate contact. To introduce yourself, either call or write to the prospective contact. Ask for 20-30 minutes of their time. It is often more appropriate to write an e-mail or a letter in situations where you do not know the person well.
- Be prepared. Do your homework before meeting with the interviewee. Create a list of questions.
- Dress as if it were a job interview (that is, business attire) if you are meeting in their office. Meetings in less formal settings may not require that a suit be worn. However, you should present a professional appearance. Use your best judgment.

- Follow-up. Always write a thank-you note. Keep the person up-to-date on your job search. Remember to let them know when you do find what you are looking for and to thank them again for their assistance in the process.
- Keep good records. Record details about your conversation so you can keep track of your contacts.
- Consider sending a LinkedIn connection request to any contacts who have been particularly helpful through this process. This will enable you to keep abreast of your contact's professional developments and connections, and vice versa. If you have questions regarding LinkedIn etiquette or would like to learn more about this networking tool, please speak with a member of the Office of Graduate Careers.

3. Don'ts of Informational Interviewing

- Do not arrive late or skip the appointment.
- Do not forget to send a thank-you note after the meeting.
- Try not to stay longer than 30 minutes or however long the meeting was set for.
- Do not ask for a job. **Information** is what you are seeking.

4. What to Ask in an Informational Interview

Ask about the organization, the career field, the person's background and how they got where they are now, for advice for someone at your career stage, what they see for the future in their particular career field, and for names of additional people with whom you can meet. Sample questions include:

- How did you get your job at (organization name)?
- Were you a summer associate/lateral hire?
- Did you have particular skills/background in the area in which you are working?
- How have you advanced within the organization? Does your organization promote from within? How long did it take you to make partner? How do you envision your future career path?
- What exactly does an (area of specialty) attorney do? What are the different aspects of the job?
- As a judicial clerk, how do you spend your day? Do you get to spend time with the judge, perform research or attend court?
- What is the philosophy of your organization? Does your organization offer employee training and support?
- What do you like or dislike about your job?
- What might you have done differently in your career path?
- What does your organization look for when hiring new attorneys/laterals/law clerks? What traits does a successful applicant possess?
- How is the job market for (career field) in (geographic location)? Are there areas of the law in (geographic location) that are considered "hot" or "up-and-coming" these days?
- What advice do you have for a recent graduate seeking to enter this field?
- What are the relevant blogs, publications, or listservs in your field?
- Are there any professional associations I should join that would put me in contact with other women attorneys/minority attorneys/career changers/international attorneys?

- Do you know of any other people to contact who might be able and willing to provide me with information?
- What is the typical salary range for a (position) with a (small/medium/large organization) in (geographic location)?
- Would you review my resume and provide feedback? (Follow up by updating your resume, incorporating the suggestions, and sending him/her a copy.)
- Where are new job listings found for positions in your field?

5. Follow-Up After an Informational Interview

- **Always** send a simple thank-you note. In addition to the example language provided here, the sample e-mail on **page A-90 in Appendix E** gives you a full example of a thank-you e-mail following an informational interview.

EXAMPLE

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

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

EXAMPLE

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

- Do not forget to continue to keep in touch, even after you get a job; you never know when you will need to use your network again or how you can help someone who assisted you in the past. Maintain your networking contacts for future reference.

6. The Ten Most Important Informational Interviewing and Networking Tips

1. Know exactly what it is you want from the other person. Prepare your questions in advance of a conversation. Be focused, succinct, courteous, and appreciative.
2. Share information, ideas, resources and contacts with others. Networking is a two-way process, and the relationship should be mutually beneficial in the long-term.
3. Do not ask for too much at one time. Limit the amount of assistance or information you seek from any one person.
4. Do not betray other people’s confidentiality. Trust is the most important part of networking.

5. Do not monopolize someone's time. Keep your conversations brief. Make arrangements to speak at a mutually convenient time and location, subject to any public health recommendations.
6. During larger networking events, such as conferences or lectures, talk to strangers, mingle with people you do not know and introduce yourself. You will be surprised at how friendly people are!
7. Follow up on the leads you obtain. You should never embarrass those who make connections for you by failing to reach out to contacts they have introduced to you.
8. Continue networking after you find a job. Your network becomes your professional support system; keep it in place throughout your career. It can be the source of professional guidance, and it may be the source of your next position.
9. Incorporate networking into your everyday life. It is a key to marketing yourself and to getting ahead.
10. Have a positive attitude when you network. Be curious and be yourself!

RESUMES

Your resume will be the primary tool you use in your job search to introduce, define, and market yourself to potential employers.

An effective resume does more than just list the schools you have attended and the jobs you have held; it explains to the reader how these experiences have both demonstrated and honed the skills you possess that are crucial to the specific job for which you are applying.

I. CURRICULUM VITAE VERSUS RESUME

In many countries and in the United States, if you wish to apply for a teaching position, you will present your prospective employer a *curriculum vitae* (CV). This is a long document of up to 10 pages in which you will give a detailed account of the places you have worked, all of your publications, your educational background, your achievements and your interests.

On the other hand, if you are applying for any other type of legal position in the United States (research assistant, internship, externship or permanent position), you will be asked to send a resume, a short document providing prospective employers a brief introduction to your skills and relevant legal experience. A resume differs significantly from a CV, and, if a CV is the format you are accustomed to or you have never prepared a U.S.-style legal resume, you should carefully review this chapter, have your resume reviewed by the Office of Graduate Careers, and ask the Office of Graduate Careers for other resources on resume writing.

II. RESUME TEMPLATES AND SAMPLE RESUMES

We highly recommend students use our resume templates to craft their legal resume. While ultimately the choice to do so is yours, our templates and the clear organization they provide have been well-received by employers. You can find the templates in this Career Manual under **Appendix C** and download the editable Microsoft Word versions on our website.

Our sample resumes in **Appendix D** comprise many different types of common scenarios encountered by students. Do not focus solely on the resumes that appear to most closely match your background at first glance. We encourage you to review each resume to help you discover different ideas and tricks for organizing and presenting your own skills and experience.

III. APPEARANCE GUIDELINES

Your resume is a tailored marketing tool, designed to highlight your experience and qualifications. It is often your first opportunity to make an impression on a potential employer, so it should be **flawless**. An effective resume should be brief and concise yet offer enough information to spark the employer's interest. Your resume should represent your ability to pay close attention to detail and present information in an organized, succinct, and eye-catching manner. Remember that your resume is a living document that should be updated continually. As you gain more experience and additional skills, both in law school and beyond, you must continue to refine your resume.

Conservative, brief and accurate are the keywords for the tone of your U.S. legal resume. Employers

also consider your resume an example of your work product; therefore, it must be error-free, well-organized, easy to read and visually pleasing. Eliminate lengthy, dense paragraphs and any extraneous information that could distract employers from relevant experiences. Every word should have a purpose.

Tailor your resume to the particular job and/or employer. For example, if you include membership in the Family Law Society in a resume for a corporate law department, the potential employer might question your dedication to corporate law or whether you understand what a corporate law position entails. Know your target audience and understand what they consider important.

IV. GENERAL GUIDELINES

When designing a layout, keep in mind that we read from top to bottom and from left to right. Employers will likely do a 30-second scan of your resume, since it serves as an introduction of your credentials. It should be easy to read and pleasing to the eye. Do not use templates available in Microsoft Word or any other computer program. We have created several LL.M.-specific templates for your use and they can be found in **Appendix C** and on our website.

A one-page resume is preferred in the private sector. Two pages can be used if you have at least five years of relevant work experience or in certain other circumstances and we have a two-page resume template available for your use on **pages A-38 through A-40 in Appendix C**. If your resume is two pages, be sure to include your name and the phrase “Page 2” in a header on the second page. Also make sure that the most important information is on the first page. Please see the sample resume on **page A-51 in Appendix E** for an example of a two-page resume.

While you should not typically sacrifice relevant content to adhere to one page, most young lawyers can and should fit their resume on one page, especially if you limit your content to the most relevant and applicable to the position you are seeking. If you are unsure, please contact the Office of Graduate Careers for advice.

Legal resumes are typically formatted in reverse chronological order. Because you are currently studying for your LL.M., the Education section should come first, unless you are a part-time student and wish to be more closely affiliated with your current employer. Below are some general guidelines for writing a U.S.-style resume.

- Do not include an objective or summary section, personal information (i.e., age, marital status, or religion), pictures or photos, or the phrase “references available upon request.”
- Do not use the first person or third person when writing descriptions (e.g., “I drafted” or “She researched”).
- Use past tense verbs for everything except your current position, if applicable.
- Proofread. While you should use spell check, do not rely on it, as it will not catch contextual errors such as writing “form” instead of “from.” Have someone else read your resume to catch typos that spell check may not catch.
- Maintain internal consistency. For example, if you underline the “Education” heading, make sure all other section headings are also underlined.
- Write out dates. E.g., use 2012-2013; April; and Summer, not ‘12-’13; Apr.; or Sum.
- Remove the hyperlink from your e-mail address. This can be done in Microsoft Word by right-

clicking on the e-mail address and selecting “Remove Hyperlink” in the drop down menu.

- If you choose to send your resume via e-mail, convert it into a PDF document to ensure that it is formatted the way you intended and the employer views it correctly. The latest versions of Microsoft Word and other word processing programs allow you to save your document in PDF format or you may search for “print to PDF” software online. Once converted, always print a document at least once to make sure there are no formatting issues.

How Do You Know if the Information You Want to Include is Relevant?

Ask yourself: Does this information convey to my prospective employer or externship supervisor my most related and pertinent qualifications, credentials or skills for this particular job? If the answer is no, then that information does not need to be included. If you are not sure, please have your resume reviewed by an Office of Graduate Careers member who will help you decide whether or not the information is relevant.

How Are You Going to Be Able to Fit All Your Information on One Page?

Fitting all relevant information onto one page is not easy, but you should plan out the following sections for your U.S. resume:

- Your name, address, phone number and e-mail address (the heading).
- Your educational background.
- Your experience in the legal field or other professional experience.
- Your special skills, if any are relevant (including language skills).

Later in this section, we will outline what to include in each of these categories and also provide a list of things you should leave out of your resume. **We suggest that you read carefully through this section, participate in a resume workshop and then start a rough draft using the templates and checklist available on our website.**

Font Style and Size

We recommend that you choose a very easy to read and conservative font (e.g., Times New Roman, Garamond or Arial). Do not mix different types of fonts in your resume. Once you have selected a font, use it throughout the entire resume. If you want to highlight information, you can use bold type, italics, underlining or capitalization, albeit sparingly to avoid making the page appear too busy.

Overall, the resume should be simple and conservative—no fancy borders, colors, boxes or embellishments. Do not overuse font types, underline, small caps or boldface type. Use a high quality laser printer to produce hard copies of your resume.

Do not make the font size larger than 12 points or smaller than 10. A font size of 11 points is ideal, as any smaller sized font is hard to read.¹ You should increase the font two sizes more (14) for your name so it will stand out from the rest of the document.

¹ **Note:** If you are using a smaller font size, your resume should be extremely well-organized with good use of white space.

Margins

Margins usually should be between .5 and one inch wide on the top, bottom and sides of the resume. The layout of the document is your personal decision, but we suggest that you use these measurements as a reference. Once you have finished drafting your resume, take a second look at the page layout. You may need to adjust the margins or font sizes to achieve a pleasing look to the document. Be sure to eliminate unnecessary “white space” which might give the illusion that you do not have much to write while at the same time using white space judiciously as to not overcrowd your document. The goal is to balance the information to fit the page.

Paper, Envelopes and Mailing

Your paper size in your word processing software should be set to 8½” (horizontal) x 11” (vertical) as that is the most common document size used in the U.S. If your resume uses A4 or some other non-U.S. standard page size, it will not be correctly formatted when viewed or printed by an employer in the U.S.

Keep it simple. You do not need a fancy color paper to make an impression. Legal resumes should be printed on 8½” x 11” high quality resume stock paper in a neutral color. You can use white, off-white, ivory, cream, very light grey or any other neutral paper color. Choose one that will copy well, as many employers will make photocopies of your resume to distribute to members of the selection committee.

If you are mailing your resume, you should choose envelopes that match the resume paper’s color and quality. Print the addresses directly on the envelope rather than using labels. If you are including additional materials, do not staple them together; use a paper clip if needed.

Where Can You Find Good Quality Resume Paper?

Office supply stores have a good selection of resume paper in stock for you to choose from. The following are just some of the places for you to visit in order to compare the prices and quality of paper: Law Center bookstore, FedEx Office, Staples, Office Depot, Office Max, and Minuteman Press.

V. INFORMATION THAT SHOULD APPEAR ON YOUR RESUME

In the U.S., you are expected to use reverse chronological order for the items on your resume, which means that, within each category, you will begin by listing your most recent academic and work experience.

Using reverse chronology will give your potential employer a quick overview of your academic credentials and where you worked, when, for how long, what position you held and your accomplishments at each job. Always begin with your most recent education, i.e., Georgetown University Law Center, followed by your previous law school and any special coursework you took outside your degree programs, which will be relevant to highlight your legal educational background. The same will be true for the relevant work experience.

The information that can be included in your resume can be summarized as follows:

Heading

Name

Address

Phone number

E-mail

Education - for each entry:

School name and location (city, state if in the U.S. or city, county if outside the U.S.)

Degree (include the month and year of graduation or the expected graduation date)

Grade point average (GPA) and/or class rank

Honors

Awards

Relevant coursework

Activities

Publications (Thesis, etc.)

Major projects

Study abroad experiences

Employment/Experience - for each entry:

Employer name and location (city, state if in the U.S. or city, county if outside the U.S.)

Position title and start and ending dates

Job description, using action verbs

Additional Information (Bar Memberships, Skills, Interests and Publications)

Bar admissions or other relevant licenses

Work authorization (when applicable)

Language skills (use levels of proficiency for written and spoken skills in parentheses)

Presentations, speeches or lectures

Memberships in professional associations

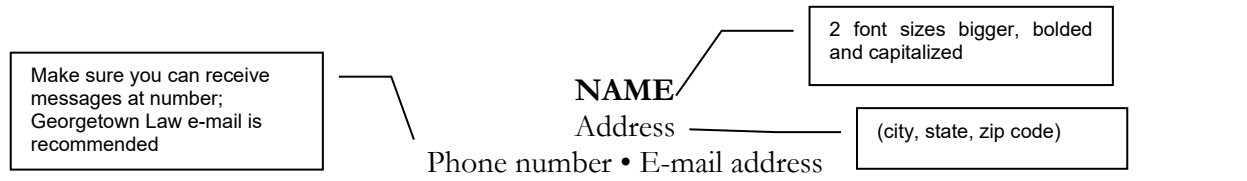
Interests

VI. INFORMATION THAT SHOULD NOT APPEAR ON YOUR RESUME

- An abbreviation of any country's name. You should list the correct name of any country you are listing in your resume.
- A picture of yourself.
- Career objective, summary or goals statement.
- Different types and sizes of fonts, different colored fonts or fancy fonts.
- Grammar, spelling and/or typing errors.
- Handwriting. Never handwrite your resume.
- Misleading or false information (lies).
- Ordinary leisure activities, e.g., "reading," "travel," "cooking."
- Personal pronouns such as "I," "me," or "my."
- Reasons why you left a position.
- Religious or political affiliation.

- Salary and remuneration package, unless specifically requested by your potential employer.
- Your birth date.
- Travel experience, unless it is relevant.
- Your family or personal situation, such as marital status.
- Your health.
- Your high school, primary or secondary education.
- Your references (avoid using the phrase “References available upon request”).
- Emojis.

VII. STRUCTURE OF A RESUME



EDUCATION (in Reverse Chronological Order)

Name of Institution

Degree (exact name, e.g., *Master of Laws in Taxation*)

Certificate, when applicable

GPA, when applicable and/or advantageous (above a 3.0)

Class Rank, when applicable and/or advantageous (top 1/3 or above)

Honors, when applicable

Relevant Courses or Coursework, when applicable

Awards, when applicable

Activities, when applicable (e.g., Member, Securities and Financial Law Student Organization)

Thesis or Dissertation, when applicable

Publications, Research or Graduate Paper, when applicable

Major Projects, when applicable

Study Abroad or Exchange Programs, when applicable

Location (city, state or city, country)
[Expected] Month and Year of Graduation

Include without brackets if still in progress

EXPERIENCE or PROFESSIONAL EXPERIENCE or LEGAL EXPERIENCE or

EMPLOYMENT (Reverse Chronological Order, including, when applicable, full-time, part-time, internship, externship, volunteer or paid positions but without identifying this information unless explicitly asked to do so)

Name of Institution

Position or Title

Location (city, state or city, country)
Month/Year started-Month/Year ended

- Job description (duties and responsibilities).
- Use present tense (if current position) or past tense (previous positions) action verbs, dollar amounts and names of clients when applicable.
- **Do not use personal pronouns or articles.**

OTHER TITLES OF CATEGORIES THAT YOUR RESUME MAY INCLUDE

Bar Admissions

Languages - state the level of proficiency (e.g., native, fluent, basic or working knowledge)

Skills and Interests (Language, Hobbies, Personal Interests—**when unique**)

Volunteer Work

Professional Memberships

Professional Licenses/Qualifications and/or Affiliations

Teaching and Research Experience

Publications

Awards (different from school achievements)

Military Experience (List under “Experience” section.)

Work Authorization (when applicable)

VIII. STANDARD RESUME SECTIONS

1. Heading

Where Should It Appear?

The heading should appear in the center of the page or at the left-hand side margin. The information contained in the heading should always be accurate: remember that your resume is a living document that reflects your situation at the present moment, so you should keep your contact information up-to-date. Do not include date of birth, physical attributes (height, weight) or marital status or dependent information.

What Information Should You Include in the Heading?

- **Your Name.** Your name should be prominently printed, usually in a font size approximately two points larger than the rest of the text. If the body of the resume is written in 12-point font, then your name should be 14-point font or larger. It will also be bold and capitalized to highlight it from the rest of the document. Titles such as “Ms.,” “Mr.,” and “Mrs.” are not necessary unless you want to make your gender obvious. Also, if you have a nickname you like to use professionally, we recommend including it in parentheses. You can review our sample resumes on **pages A-47, A-50 and A-51 in Appendix D** for suggestions on how to handle those instances.
- **Your Address.** Give your complete and current address, including the city, state and zip code, using the U.S. mail standard. If you are applying outside the Washington, D.C. area, we recommend that you include your permanent address too, as shown below and also in the sample resume on **page A-57 in Appendix D**. For all addresses in the United States, make sure you include all five digits of your zip code (at the end of the address). Be consistent throughout the document with abbreviations- for example, if you use “D.C.,” use “N.Y.,” not “NY.” Do not include “U.S.” for locations in the United States, but cities in other countries should be listed with the country name written out (i.e., Beijing, China).

EXAMPLE

MS. BIN (BONNIE) LI

bl757@georgetown.edu

Permanent Address

#18, Huanhu Road
Hongshan District
Wuhan, China 430073
+86 6027 3489

U.S. Address (until July 2022)

300 Massachusetts Avenue, N.W.
Apartment 1210
Washington, D.C. 20001
(202) 348-9583

- **Your Phone Number.** List a phone number where you can be reached or one where you can receive messages. One phone number is sufficient, but please make sure you have a professional-sounding message on your voicemail which includes your full name. If you include a mobile phone number, be aware of your surroundings before answering a phone call you are expecting from a potential employer or unknown phone number.

- **Your E-mail Address.** Using your Georgetown Law e-mail address is the preferred option; however, you may use a personal account for post-graduation correspondence. An unprofessionally-named account will give a negative impression, as will one that links you to objectionable content. Make sure to check the e-mail account’s spam filter so that important messages from employers are not deleted or never read.

Sample Resume Headers

ELIZABETH SMITH
1825 Connecticut Avenue, N.W.
Washington, D.C. 20004
(202) 662-1234 (h); (202) 371-9400 (w)
ers918@law.georgetown.edu

JOHN MITCHELL (“MITCH”) BROWN
jmb495@law.georgetown.edu

Current Address

1600 Taylor Avenue, NW
Washington, DC 20006
(202) 736-6500

Permanent Address

725 Locust Lane
Boulder, CO 80303
(303) 443-6500

AMANDA L. TAYLOR

200 North Saint Asaph Street • Alexandria, Virginia 22314 • (703) 549-8600
alt895@law.georgetown.edu

K. FIONA MILAND

kfm482@law.georgetown.edu
813-321-1771

Current Address

1400 South Quinn Street, #23
Arlington, VA 22202

Permanent Address

15014 Southfork Drive
Tampa, FL 33624

Heng Bi (“John”) Shen

50 New York Avenue, NW | Washington, DC 20009 | 202-555-8101 | hbs000@law.georgetown.edu

MS. PASCALE AYRAULT

77 H Street, N.W. • Washington, D.C. 20001
(202) 456-2784 • pua34@law.georgetown.edu

2. Education

Where Should Your Academic Information Appear?

This information should appear in reverse chronological order. The word “Education” should appear just below the heading on the left-hand side or in the center of the page. Make it stand out from the rest of the text by bolding, capitalizing or underlining it.

What Information Should You List in this Section?

You should include entries for degree-granting institutions only (i.e., not institutions where you enrolled but did not graduate or institutions through which you studied abroad), unless you are a current transfer student to the institution and you have not yet received your degree, or you otherwise wish to show a geographic tie to a market where you attended the initial institution. More information on transfer status is below. For each entry:

First line

- Name of the school or institution you attended either capitalized and/or in bold font to make it stand out from the rest of the text. In the same line and right-aligned, you should list the full name of the city, state or country where the institution is located. The formatting of the location text should not match the formatting of the school name. Your goal is to make the school name stand out.
- The official name of this law school is “Georgetown University Law Center.” You should spell out other schools as well and use full official names whenever possible.

EXAMPLES	
Georgetown University Law Center	Washington, D.C.
UNIVERSITÉ PANTHÉON-ASSAS	Paris, France
UNIVERSITÀ DI BOLOGNA	Bologna, Italy

Second line

The degree you earned from that particular institution and the date (graduation month and year) you obtained it or that you expect to receive it. Because you are including only degree-granting institutions in this section, you do not need to list dates of attendance, just when you received or expect to receive the degree. Always list the complete and correct name of your degree, and if you have a specialization or a certificate, start a sub-section that will point out your area of specialization or concentration. If you want the name of your degree to stand out, you may use italics.

If relevant, the name of your law degree should be stated in its original language, but make sure to transliterate your degree from its original alphabet to the English alphabet and you should include

the translation of the degree in English as well. If it is not clear from the name of your degree, you can include in a parenthetical a note that this degree is your “first law degree.”

EXAMPLES	
<p>GEORGETOWN UNIVERSITY LAW CENTER <i>Master of Laws in International Legal Studies</i></p>	<p>Washington, D.C. Expected May 2022</p>
<p>UNIVERSITÉ PANTHÉON-ASSAS <i>Doctorat en Droit (Doctor of Laws)</i></p>	<p>Paris, France June 2016</p>
<p>KING’S COLLEGE LONDON <i>Bachelor of Laws (first law degree)</i></p>	<p>London, U.K. May 2014</p>

If you write out the name of your J.D. or first law degree and any other degrees, be sure to also write out *Master of Laws* instead of using the abbreviation, LL.M. The official graduate degree names are as follows:

- Master of Laws in Environmental and Energy Law;
- Master of Laws in General Studies;
- Master of Laws in Global Health Law and International Governance;
- Master of Laws in International Business and Economic Law;
- Master of Laws in International Legal Studies;
- Master of Laws in Law & Technology;
- Master of Laws in National and Global Health Law;
- Master of Laws in National Security Law;
- Master of Laws in Taxation;
- Doctor of Juridical Science;
- Executive Master of Laws in Securities and Financial Regulation;
- Executive Master of Laws in Taxation;
- Master of Law and Technology (MLT); and
- Master of Studies in Law (MSL) in Taxation.

If you are completing your LL.M. in General Studies, the degree can also be listed as Master of Laws without including “in General Studies.”

What Other Information Can You Include in the Education Section?

Your education can be complemented by the following information, only if applicable. The best way to present such information is in sub-sections:

- **Focus of Study.** If you earned a specialized degree, you should mention this under a new sub-section. (You can call this sub-section “Specialization” or “Concentration” or simply “Certificate.”)

If you list any certificates you plan to obtain at Georgetown Law, the official names are:

- Certificate in Employee Benefits Law;
- Certificate in Estate Planning;
- Certificate in Food and Drug Law;
- Certificate in International Arbitration and Dispute Resolution;
- Certificate in International Human Rights Law;
- Certificate in International Taxation;
- Certificate in Legal English;
- Certificate in Refugees and Humanitarian Emergencies;
- Certificate in Securities and Financial Law
- Certificate in State and Local Taxation;
- Certificate in U.S. Health Law; and
- Certificate in World Trade Organization Studies.

Unless you are completing a certificate on a standalone basis, you do not need to list a separate expected graduation date by your certificate since it will be awarded as part of your graduate degree.

EXAMPLE

Georgetown University Law Center

LL.M. in International Legal Studies

Certificate in International Arbitration and Dispute Resolution

Washington, DC

Expected May 2022

- **Relevant Courses.** Listing relevant courses is a particularly good way to tailor your resume to the individual employer or position. Remember that you should always highlight these classes in your cover letter or during your interview. These should be listed one after the other separated by commas or by semicolons (when the title of a course has a comma in the name). You do not need to list every course you have taken; focus on coursework the targeted employer would care about (i.e., what specific skills or knowledge are you demonstrating by listing the course?) In addition, you can add in a parenthetical with the grade received in the class when you did particularly well (i.e., A- or higher).
- **Grade Point Average (GPA) and Class Rank.** There is no hard and fast rule on listing GPA on a resume. Office of Graduate Careers recommends that once you get your first semester grades, you list your GPA if it is above a 3.0. List your GPA exactly as it appears on your transcript—do not round up or down. If your GPA improved each semester, or if you excelled in certain important classes, you may want to list your GPA by class or by semester to illustrate the distinctions. **Note that if you list a GPA for one school, you should list it for all schools.** So, if one of your GPAs was quite low, you should not list any of them. If you are in a specialized program such as the Taxation LL.M., include your relevant taxation GPA or grades in taxation courses for your J.D. or first law degree. If your GPA was calculated on a non-4.0 scale, include the scale for context. For additional context as to the strength of your GPA, you can list specific or percentage class rank in a parenthetical next to the GPA if you were in the top percentile of the class. You can use one of the following examples provided to add context to your GPA.

EXAMPLES

GPA: 3.8/4.0

Overall GPA: 3.2/4.0; Tax GPA: 3.8/4.0

GPA: 3.3/4.0 (Class Rank: 73/350)

GPA: 57/100 (Class Rank: Top 1/3)

- **Honors and Awards.** If you earned any awards or distinctions in school, this information should be included in this sub-section. Each honor should be listed under the respective institution where it was earned. If necessary, include a brief parenthetical explanation of the significance of the honor or award. If it involves a competition, quantify the distinction if possible. For example, “Top 12 of 200 competitors” has a greater impact than “Finalist.” Also, when listing honors or awards, you should include a date; for example, “Dean’s List, 2005-2007.” This category should be referred to in the plural (“Honors and Awards”) even if you only list one entry under the category name.
- **Activities.** When applicable, you should list your membership in any school organization or association and the year(s) in which you were part of such groups. Identify offices held when appropriate. As with “Honors and Awards,” use the plural “Activities” even if you only have one entry under the category name. For this section, focus on activities that best exemplify the skills and interests that a potential employer will find most useful, such as leadership, speaking and writing ability, teamwork and/or service orientation. Do not crowd this section with social activities.
- **Publications.** All legal publications should be cited in correct Bluebook format. Cite only the title and publication; do not include a parenthetical about the substance. In some situations, especially when you want to highlight and emphasize your expertise in a particular area of law, publications may merit a separate section in your resume. Also, if while attending a particular institution you wrote a thesis, we suggest that you call this sub-section, “Thesis.”
- **Study Abroad.** If as part of your studies under one institution, you attended a second institution as part of a cultural exchange or study abroad program, you can create a Study Abroad sub-section where you list the name of the institution and/or program and when you attended. A study abroad institution should not be its own entry in the education section as those are reserved for degree-granting institutions.
- **Transfer Students.** For students who attended one institution for their first year of law school, then transferred to another university to complete law school, whether to list your initial law school where you spent your 1L year depends on your current degree status and a matter of personal choice. If you are still a current transfer student, and have not yet received your J.D., you must include the institution you transferred from. Once you have matriculated, whether to include your initial institution depends on where you transferred from, the honors you earned at the initial institution, and your own personal circumstances. If you want to show a geographic tie to a market where you attended law school for your first year, it may make sense to keep the initial institution on your resume. If you are short on space, or do not

have any honors to list, you may omit the school entirely, or include it under your J.D. degree-granting institution in a line such as “Transferred from.” While some employers have expressed that they prefer to see whether a student transferred, even after graduation, on their resumes, others simply care where you ultimately earned your degree. You can also apply these guidelines to decide whether or not to include an undergraduate transfer institution.

3. Experience

A section titled “Experience” rather than “Employment” can include both paid and unpaid work, such as internships or externships. You may also want to separate “Legal” and “Other” experience, depending on your background. You can use “Relevant Experience” if you choose to list only selected positions.

You do not need to list every job you have ever held; include only those that will strengthen your application for the position. At the same time, you do not want to leave large time gaps on your resume; this will lead the employer to assume that you were unemployed during that time period. Entries should be listed in reverse chronological order, starting from your most recent position and working back in time.

As in the “Education” section, keep the name of the institution where you worked in the first line and use the same format that you applied in the previous section. If you decided that the name of each school should be bolded and capitalized, do the same for each place you worked. Do not forget to include the correct name of the city, state or country where each employer is located.

The second line will begin with the position and/or title you held while working in that institution. To the right of your position, list the month and year you started and finished working for that organization or firm. Your job title could be highlighted either by bold or italic typeface. If you held multiple positions with the same employer, you can list them within the same entry as shown below with the current position listed first.

A common mistake with this section is reversing the location with the dates you worked at the organization. The location is on the same line as the employer because you are telling the reader where the employer was located and the dates you worked is on the same line as the position because you were listing when you held that particular position; if you were promoted, you would list separate dates for each position but they would all be under the same employer.

EXAMPLE

INTER-AMERICAN DEVELOPMENT BANK
Consultant, Junior Analyst, Extern

Washington, D.C.
September 2014-Present

What is the Best Way to Describe Your Duties in a Particular Position?

Below your title and dates of employment describe your duties in the organization or firm. If you are applying for an advertised position, you should carefully read the job description to make sure you customize your resume for that posting. Determine the skills and qualifications you need for the position and highlight those on your resume. If you are applying to an employer that did not advertise

a position, conduct in-depth research of the law firm, organization or corporation so that you can draw attention to the skills and abilities relevant to the employer.

Use short phrases to describe your duties and always start descriptions with an action verb (a comprehensive list of Action Verbs is available later on **page 74**). Use the present tense of a verb when describing current positions, such as an LL.M. academic externship, and use past tense for previous work experience.

Include the most impressive and relevant accomplishments in each job entry first and quantify and qualify your experience whenever possible (e.g., number of people managed or cases worked on; dollar amount involved; savings or profits realized; and to whom you reported). Doing so will give the reader a sense of your previous professional achievements. List substantive tasks that require skills relevant to the potential employer first and place those of less importance at the end of your job description. Skills especially relevant to legal employers include research and writing experience, analytical abilities, critical thinking and leadership responsibilities.

If your employer is not likely to be easily identified by U.S. employers, you may describe the employer in the first sentence, for example, “Lead litigation associate in second oldest intellectual property boutique law firm in São Paulo.”

When describing legal work, be sure to say more than that you “conducted legal research” or “drafted legal memoranda, pleadings and contracts.” List specific issues you researched and wrote on or what type of contracts you drafted. Focus on accomplishments, such as a project you were responsible for managing, a team on which you participated, a portfolio of clients you managed, or an award you received for a specific process. Be careful not to reveal any privileged or confidential information. Rather than name the client or transaction, you can use wording such as “Rule 144A offering of convertible notes for a specialty biopharmaceutical company.”

If you have limited legal or limited work experience generally, highlight your accomplishments and measurable results from your previous non-legal employment or internship experience by focusing on the skills you developed which are transferable to legal careers, such as research and analysis, oral and written communication, negotiation, organization and management of complex projects, development and implementation of programs or policies and supervision of staff. The sample resumes on **pages A-44, A-45, A-48, A-49, A-50, A-54, and A-58 in Appendix D** provide guidance for students who have come into their program without any full-time legal work experience.

Ask yourself the following questions to help guide the drafting of your job descriptions:

- Did I create something new (such as a system, a program, a document, etc.)?
- Did I train or supervise someone?
- Did I coordinate something?
- Did I save my client money?
- Did I receive an award for something?

Format of the Job Descriptions

Depending on your personal preference you could choose one of the following formats:

Bullet points

- We recommend this format when describing your duties in a specific position, because it will prevent you from writing too much.
- Limit your description to short phrases.
- Always start your job descriptions with an action verb.

Narratives

Do not write sentences. Use short phrases. This will make your qualifications stand out when describing your duties in a specific position. This option may be used if you are short on space.

Common Unique Situations

- If you were promoted, list dates for different positions under the same employer name. If you held substantially similar responsibilities, your job description can begin after the least recent title. If you held different responsibilities under the different job titles, then include a different job description under each title as shown below. Either way, the dates should correspond to the dates you held each position, not the total amount of time you spent working at the organization.

EXAMPLE**INTER-AMERICAN DEVELOPMENT BANK***Consultant*

Participate in the development and financing of infrastructure projects. Review bidding procedures, public contracts awards and financing documentation.

Intern

Researched and drafted legal memoranda on foreclosures and refinancing under Mexican law.

Washington, D.C.

September 2014-Present

May 2014-August 2014

- If you started a company, list your title as partner, owner, co-founder, etc.
- If your employer changed names because of a merger or acquisition, you only include one entry for that employer to make it clear that you did not change jobs.

EXAMPLE

Wilmer Cutler Pickering Hale and Dorr LLP (merged from Hale and Dorr)

- If you had a prior non-legal career, do not overemphasize that fact. When you seem to identify more with your previous career than with the prospective one, you detract from your candidacy for a legal position. Please see the “Other Experience” section in the sample resume on **page A-45 in Appendix D** for one suggestion on how to address this situation.
- If you list employment in this section that is ongoing (i.e., no end date) but you are currently attending the LL.M. program full-time, it may be helpful to an employer reading your resume

that you clarify your employment status with that employer. You can clarify whether you are on leave (see the example on **page A-46 in Appendix D**) or you are still employed and either working remotely or attending the program remotely.

- Always list institutions first. If you worked for a professor, list the law school first. If you worked for a judge, list the court first. You can also list the specific entity after your position title.

EXAMPLES	
U.S. TAX COURT, JUDGE THOMAS BYRD <i>Summer Judicial Intern</i>	Washington, D.C. May 2016-July 2016
<i>or</i>	
U.S. TAX COURT <i>Summer Judicial Intern, Judge Thomas Byrd</i>	Washington, D.C. May 2016-July 2016

- If you had an internship with a firm and decided not to return to the firm, you may want to make clear that you received an offer to return (if that is the case). If you did not receive an offer for a full-time position, do not highlight this on your resume, but be prepared to discuss it in an interview.
- If due to circumstances outside of your control (e.g., during the COVID-19 pandemic), you were unable to complete an internship or an internship offer was rescinded, you can review the sample resumes on **pages A-47 and A-55 in Appendix D** for examples on how to address it.
- When writing your resume, always think in terms of what you can offer your potential employer. This should be one of the main principles demonstrated throughout your resume.
- You can list your externship or internship that you have not yet started under the Experience section. Please review the sample resume on **page A-49 in Appendix D** for an example of how to do so.

IX. OTHER RESUME SECTIONS

1. Language Skills

State your language capabilities separately in a section called “Language Skills.” List your native language first and then the other languages in which you have attained a level of proficiency in order of decreasing fluency/proficiency. When you state your level of proficiency, use “native” (your mother tongue), “fluent” (high aptitude in speaking and writing a language), “proficient” (intermediate reading and writing skills), or “conversational” (basic knowledge and speaking ability), to give your employer an accurate idea of your language abilities. If you claim to be fluent, be prepared to conduct the interview in that language. Do not overstate your language abilities. You do not need to include your TOEFL or IELTS scores since those will not be familiar to a U.S. legal employer.

2. Publications

You may consider including a section entitled “Publications” if you have several legal-related documents that you have had published and the subject-matter is relevant for the targeted employer. Give the complete title of the journal or paper where your work was published. Consult the Bluebook for citation purposes. If you published them while at an academic institution, they should appear in

the “Education” section under the relevant schools. You can also include it under a relevant “Experience” section entry if you published something in the context of your employment.

3. Presentations

If you were invited to give lectures or to participate as a speaker in a conference or seminar, you should consider including a section to list those accomplishments. However, remember that your resume for a private sector job should only be one page. You might need to skip a presentation section to conserve space and you do not need to list any presentations if they are not relevant to your targeted position, whether in subject-matter or desired public speaking skills.

4. Bar Admissions

Note any passed bar exams and courts you have been admitted to, along with the month and year of admission. If you have passed an exam and are waiting to be admitted, you may include this by stating “Passed New York Bar Exam, July 2021 (admission pending).”

While this section should generally not be used to **include future bar exams or other future endeavors**, we recommend two exceptions:

- If you wish to show employers for whom U.S. bar passage is mandatory or highly desirable that you will be taking a U.S. bar exam, you can write “Eligible to Sit for the New York Bar Examination” in this section. Be sure to add the date (Month, Year) when you are eligible to sit for the exam (e.g., July 2022). If you do not yet know if the courses you are taking will qualify you for a U.S. bar exam (if, for example, you are taking them online and you are not sure these online course are recognized), you can write “Taking courses to qualify to sit for the New York State Bar Examination (eligibility pending)” to demonstrate to employers your intent to sit for the relevant bar exam.
- If you would like to demonstrate to employers in a jurisdiction your serious intent to relocate to that state and you know you are eligible to become a member of that state bar without sitting the bar exam for that state, you can write “Eligible to waive into the D.C. Bar.”

5. Personal Interests

Only include unique hobbies or those that demonstrate dedication or commitment and/or a professional level of achievement. For example, you might include running marathons, reading Russian literature, or earning a black belt in a martial art. Do not include overly general interests such as “reading” or “cooking.” The purpose of this section is to facilitate conversation and give the employer a more well-rounded view of your background. For examples of personal interest sections, review the sample resumes on **pages A-50, A-54 and A-56 in Appendix D**.

6. Computer Skills

Do **not** list skills in common programs such as Microsoft Word, WordPerfect, Westlaw, etc., unless the employer specifically asks that you list your computer abilities. It is assumed that all law students have these basic skills.

7. Professional Affiliations or Memberships; Other Certifications

You may also list memberships in professional organizations, if relevant. Include membership dates and note any leadership roles. If you have any professional certifications that are relevant for the role you are seeking, you can also include them in this section.

EXAMPLE

ADDITIONAL INFORMATION

Language Skills: French (native), English (fluent), German and Spanish (working knowledge).

Bar Admission: Paris Bar (admitted to practice May 2007).

Other Experience: Swiss Army: Examining magistrate at Military Court Division 2.

Professional Memberships: Student Member, American Bar Association.

Certifications: Certified Information Privacy Professional/United States (CIPP/US)

8. Work Authorization

You should not list your visa status on your resume. Your educational background and work history will display that you are an international student. You should never lie about your immigration status, but you are not required to disclose it on a document as it may disadvantage you. If your educational background and work history would cause an employer to think you are an international student who may need employer sponsorship for work authorization but you are legally authorized to work in the United States without employer sponsorship, we have listed an example of how you can include this information on your resume on **page A-58 in Appendix D**.

9. Preparing a List of Representative Matters/Transactions

For students with extensive work history who may have trouble keeping their resume to one page, we recommend you consider a list of representative matters or transactions (i.e., a deal sheet) as an addendum to your resume. The narrative of the work experience on your resume will be limited to more general information and your deal sheet will provide the details of representative matters or transactions.

This method of organization allows a potential employer to quickly see what your skills are through reading your resume, and then if they desire, they can turn to your deal sheet to see the range of matters you have worked on.

A deal sheet will typically be one page, with a header matching your resume header. Your representative matters or transactions will then be sorted into logical categories separated by headings. For example, a litigator might list general commercial litigation, bankruptcy litigation and arbitration as categories. A corporate generalist could include category headings of M&A, capital markets, and SEC reporting matters. A capital markets specialist, on the other hand, could group matters by types of clients—corporate issuers/borrowers or bank underwriter/lenders.

Each item should ideally include the dates of each deal or matter and any especially interesting or

novel legal issues associated with the transaction (“first Chilean manufacturing company IPO on the New York Stock Exchange”). Deal sheets should not include any confidential information and if you are uncertain if information is public, you could consider replacing a client name with a description, such as “a large pharmaceutical company” or “multinational financial services firm.”

For an example of a deal sheet, please see **page A-96 of Appendix F**.

X. RESUME FALSIFICATION

Resume falsification or exaggeration is a poor reflection on your values and a violation of the Georgetown Law Student Disciplinary Code. Law schools around the country have suspended or expelled students for resume falsification and notified state bars of such violations.

Falsification means putting something on your resume that you did not do. Exaggeration means taking something that you did do and describing it in a way that misrepresents it—for example, saying you “managed \$40 million acquisition” when you were really a paralegal who was part of a large team for that deal. Resumes are a marketing tool; what you **can** do is present yourself in the most favorable light possible.

The Law Center’s *Student Handbook of Academic Policies* states that: “Students are cautioned to avoid even the appearance of impropriety in the preparation of their job resumes, letters, and application forms. The inclusion of material that is misleading, inaccurate, or false may be a violation of the Student Disciplinary Code.”

XI. PROOFREADING YOUR RESUME AND AVOIDING COMMON MISTAKES

1. How to Avoid Common Mistakes

- Do not bold cities or dates. Items on the right-aligned side of your resume should use the same plain font as the rest of your resume. The highlighted items on a resume can be your name, names of institutions, degree names and job titles.
- For education, list month and year that the degree was awarded (or is expected to be awarded) and not dates of attendance.
- Make sure your e-mail address is in black font, not blue (which indicates it is a hyperlink). You can right click on the e-mail address and then choose “Remove Hyperlink.”
- Pay attention to verb tense within descriptions or between descriptions. (Remember to use present tense only in describing an experience in which you are currently involved.)
- For addresses, a comma goes after “Washington,” not after “D.C.”
- United States is abbreviated “U.S.,” not “US.”
- “Memorandum” is singular; “memoranda” is plural. Do not use “memo” or “memorandums.”
- Do not use first person singular in employment descriptions.
- Typographical errors are often not identified in spell check. Be sure to review your resume carefully and consider asking someone else to review your resume as well.
- Do not highlight the job title over the name of the organization.
- Correctly using Microsoft Word formatting tools to align dates and locations neatly.

- Do not use acronyms or terms of art that are not generally known outside of the field. Unfamiliar acronyms should be spelled out in full and/or explained when they are first used.
- Use LL.M. or Master of Laws, not “LLM,” “LL.M,” “Master in Law” or “Masters of Laws.”
- In reference to language skills, use “conversational” instead of “conversant.”
- Keep in mind that formatting may look correct on the screen, but it may change slightly during printing. A change in the margin size can significantly alter the format of a resume. Be sure to print and review your document in hard copy before finalizing it. Also, when converting to PDF, be sure to print it out in hard copy and review it once it has been converted.

2. **Maintain Consistency Throughout Your Resume**

Either use “DC” or “D.C.” Similarly, make sure you either abbreviate or write out all states—either way is fine, just be consistent. If you use bullets, use either periods at the end of each phrase or no periods at all.

3. **When to Write Out Numbers and When to Use Numerals**

When expressing numbers, write out all numbers between one and nine, but use numerals for all numbers 10 and above. The only exception is if you begin a sentence with a number—then you should always write it out.

4. **Acronym and Abbreviation Usage in Your Resume**

Write everything out in full, including months. Acronyms are appropriate only if you have already provided the full information elsewhere in the document and defined the acronym.

5. **Words that are Often Misspelled in Legal Resumes**

Be sure to double-check your resume for accurate spellings of these words:

- appellate
- constitutional
- committed/commitment
- *cum laude*
- criterion (plural is criteria)
- *alumnus* (plural is *alumni*)
- *alumna* (plural is *alumnae*)

6. **Words that are Often Misused in Legal Resumes**

Be sure to double-check your resume for accurate contextual use of these homonyms or related words:

- accept/except
- complement/compliment
- role/roll
- perspective/prospective

- affect/effect
- personal/personnel
- council/counsel
- capital/capitol
- advice/advise
- regardless/irregardless
- precede/proceed

XII. SOLUTIONS TO COMMON RESUME PROBLEMS

1. Problem #1: “Help, I Cannot Fill a Page!”

Content Solutions:

- Consider moving some items from the activities section of your education block to your experience block. This solution works if you have had responsibility for a project, a set of tasks within an organization, or were using relevant practical skills in your role. Describe the activity and your role as you would describe a paid job or a volunteer position.
- Include a Community Service/Volunteer section or include volunteer activities in the Experience section. You need not limit the Experience section to paid positions.
- Consider a section that discusses major research and writing projects if you have had several in college or law school.

Format Solutions:

- Put contact information into a block format.
- Use a larger (14 point) font for your headings.
- Add a line of space after each heading.
- Use bold headings; bold typeface uses more space.
- Experiment with different layouts to fill more of the page.

2. Problem #2: “Help, I Cannot Get It All on One Page!”

Content Solutions:

- Consider whether all honors and activities need to be included in your educational section.
- Consolidate similar experiences.
- Omit less recent or relevant experience while being mindful of any (long-term) gaps in your work history.
- Review descriptions for conciseness. Look for descriptions where there are only a few words on that line

Format Solutions:

- Try to condense some of your longer descriptions into one line on your resume.

- List contact information horizontally instead of in a block format.
- Reset margins to three-quarters or one-half inch.
- Reduce spacing between entries to 8 points.
- Omit extra spacing after headings.
- Group single items instead of presenting as a list.
- Use a separate list of representative transactions or matters (see **page A-96 of Appendix F** for an example).

XIII. REVIEW OF RESUMES BY OFFICE OF GRADUATE CAREERS

You may submit your resume for review to an Office of Graduate Careers staff member through our website under the “Resume and Cover Letter Review Services” section. Please note you must put your resume in one of our template forms (**Appendix C and on our website**) in order to use our review services.

To make the most of your review and while working on your first draft, please visit the resume section of our website to review a resume checklist, resume samples, resume templates, and other resume resources. Please take these materials into account before submitting a first draft of your resume.

XIV. LIST OF ACTION VERBS FOR USE IN YOUR RESUME JOB DESCRIPTIONS (PAST TENSE)*

*Note: for positions you currently hold, the present tense of these verbs should be used

Accelerated	Balanced	Consolidated	Discovered	Gathered	Lectured	Presented	Scheduled
Accomplished	Briefed	Constructed	Distributed	Generated	Led	Presided	Searched
Accounted for	Brought	Consulted	Documented	Governed	Licensed	Printed	Selected
Achieved	Budgeted	Contacted	Drafted	Granted	Listened	Processed	Served
Acquired	Built	Continued	Earned	Grouped	Litigated	Produced	Shaped
Activated	Calculated	Contracted	Edited	Guided	Lobbied	Promoted	Shared
Adapted	Cataloged	Controlled	Educated	Handled	Maintained	Prosecuted	Showed
Adjusted	Caused	Convened	Effected	Highlighted	Managed	Protected	Simplified
Administered	Chaired	Converted	Elicited	Identified	Marketed	Provided	Solicited
Advised	Changed	Conveyed	Encouraged	Illustrated	Mastered	Publicized	Solved
Aided	Chartered	Convinced	Engineered	Immunized	Measured	Questioned	Specialized
Allocated	Checked	Coordinated	Enlarged	Implemented	Mediated	Raised	Specified
Analyzed	Chose	Corrected	Established	Improved	Modeled	Received	Spoke
Annotated	Clarified	Correlated	Estimated	Incorporated	Moderated	Recorded	Started
Answered	Classified	Corresponded	Evaluated	Increased	Modified	Reduced	Stimulated
Anticipated	Cleared	Counseled	Examined	Influenced	Monitored	Rendered	Structured
Appeared	Closed	Created	Excelled	Informed	Motivated	Repaired	Studied
Applied	Coded	Dealt	Executed	Inspected	Named	Reported	Summarized
Appointed	Collaborated	Debated	Exhibited	Instituted	Negotiated	Represented	Supervised
Appraised	Collected	Decided	Expanded	Interpreted	Observed	Reproduced	Supported
Approved	Combined	Defended	Expedited	Interrogated	Obtained	Required	Synthesized
Arbitrated	Commented	Defined	Experienced	Interviewed	Operated	Researched	Targeted
Argued	Communicated	Delegated	Experimented	Introduced	Ordered	Resolved	Taught
Arranged	Compared	Delivered	Explained	Invented	Organized	Responded	Tested
Articulated	Compiled	Demonstrated	Explored	Investigated	Originated	Restored	Trained
Assembled	Completed	Described	Expressed	Involved	Outlined	Retained	Translated
Assessed	Composed	Designed	Extended	Joined	Oversaw	Retrieved	Tutored
Assigned	Computed	Detailed	Filed	Judged	Perceived	Reviewed	Used
Assumed	Conceived	Determined	Foresaw	Justified	Performed	Revised	Utilized
Assured	Conceptualized	Developed	Formed	Kept	Persuaded	Rewrote	Verified
Awarded	Concluded	Devised	Formulated	Keynoted	Planned	Routed	Worked
	Conducted	Diminished	Gained			Saved	Wrote
		Directed					

COVER LETTERS AND E-MAIL CORRESPONDENCE

I. WHAT IS A COVER LETTER?

A cover letter informs an employer why you are interested in working for their organization and why they should hire you. It should highlight your credentials and background as tailored to that employer. An informative, error-free cover letter sets a positive tone for the person reviewing your resume and credentials.

At heart, a cover letter is three things: an introduction, a writing sample, and a request.

A cover letter serves as your introduction to a potential employer and highlights your skills and credentials to help initiate the interview process. It is one way to show the prospective employer that you are a serious, enthusiastic and well-qualified candidate for the position. The cover letter also provides the employer with a sample of your communication skills and writing abilities.

Always keep in mind that any potential employer will read your cover letter as a writing sample. Do not make the mistake of believing that an employer will base its evaluation of your writing abilities only on your “official” writing sample. Employers will take *every* piece of correspondence from you into consideration, and your cover letter will receive special attention, because first impressions mean a great deal. Therefore, your cover letter is an excellent opportunity for you to demonstrate your professional writing abilities. Do not miss this opportunity by relying on form language or by assembling a few hasty sentences without revision or reiterating language that is already on your resume. Make the same effort that you would make for a paper that would be graded, because, in a sense, your cover letter will be graded—by the employer. Take the time to write the best letter you believe you can, and then:

- Review every word to make sure it is essential and appropriate.
- Review every sentence to make sure it is clear and coherent.
- Review every paragraph to make sure it is meaningful and compelling.
- Review the entire letter to make sure that it introduces you properly and presents your request persuasively.

Most of the cover letters you will write will be to people you do not know, so you will need to introduce yourself to the recipient. Part of this introduction will be made in the explicit statements you make about yourself, and part of it will be made in the substance and style of the cover letter itself. An articulate, compelling, and intelligent cover letter will introduce you as someone with positive communication and critical thinking skills. In contrast, an unfocused, sloppy, or ineffective cover letter will give the reader an unfavorable first impression. Above all, your cover letter must be error-free. A single misspelling can be enough to prompt a recipient to dismiss you as careless.

In addition, regardless of whether or not you already know the recipient, you will need to identify the *reason* you are writing, clearly and specifically. Although cover letters are most commonly associated with job applications (**as a general rule, you should always include a cover letter when sending a resume, unless specifically instructed otherwise**), there are in fact many different situations for which you may need to draft a cover letter:

- To respond to a specific job announcement.
- To inquire about available openings.
- To propose a new position based on a perceived need.
- To request an informational interview.

In all of these situations, your goal in writing the cover letter is to persuade the recipient of the letter to do something in response: to read your resume, to agree to speak with you, to provide you with information, etc. This is the request. In cover letters, as in any other social interaction, a request is most likely to be honored if:

- the request is articulated plainly,
- the request is specific and reasonable, and
- the person receiving the request is convinced that it is in their own best interests.

You must keep these three points in mind—particularly the third point—when crafting your cover letter.

It is also worth noting what a cover letter is **not**:

- **A cover letter is not an autobiography.** Sometimes people feel the need to introduce themselves in their cover letter, but instead of focusing on their qualities relevant to the particular reader, they attempt to explain everything about themselves. These cover letters will not be effective. Employers do not want to read overly long, not well-edited cover letters. More importantly, they do not want to have to sift through someone's life story to pick out the skills and experiences that are relevant to the open position. That is the job of the cover letter writer—to take the time and use the judgment to select and mention only the most pertinent facts.
- **A cover letter is not a rehash of your resume.** When you turn your cover letter in to a mini-resume, it becomes both redundant and ineffective.
- **A cover letter is not a form letter.** Every cover letter you send out should be **targeted**: crafted specifically for the recipient. When you introduce yourself, you need to explain why you are interesting to that specific recipient, and when you make your request, you need to explain why it is worthwhile to that specific recipient. Neither can be accomplished with a form letter. In addition, some readers will be offended if they sense that you did not consider it worth your time to personalize your letter.

A well-prepared cover letter will:

- Persuade the reader to pay serious attention to the accompanying resume;
- Reinforce your resume details that are of specific interest to a firm or organization. This is accomplished by showing how your credentials match the employer's needs;
- Emphasize your strengths and highlight your unique abilities;
- Indicate your reasons for a geographic preference if it is not readily apparent from the resume; and

- Add relevant information that is not on the resume. You might, for example, explain what you learned versus only the courses you took.

In sum, a cover letter informs readers who you are, why you are writing to them, and what you are requesting of them. It should highlight your credentials and experience specifically relevant to that reader, and in doing so, explain why they should *want* to hire you or otherwise help you.

II. WHAT IS AN *EFFECTIVE* COVER LETTER?

An effective cover letter is one that introduces the writer and the reason for writing in a clear, succinct, and appropriate manner, and one that supports the writer's request with evidence specifically compelling to the reader. This requires care and attention, but anyone can write an effective cover letter if they keep in mind the reader's expectations.

In the professional world, every cover letter recipient is going to have certain expectations of the materials they receive. This is particularly true for people who have to process cover letters frequently—human resources managers, for example, or heads of departments in law firms. For such people, the cover letter might best be thought of as a necessary evil: They need to read cover letters in order to uncover—from perhaps hundreds of applicants—the one person best qualified to fill their open positions; yet the sheer volume of letters they must review compels them to want to spend as little time with each individual letter as necessary. In order to do so, they set their expectations very high, and heartlessly eliminate any cover letter (and thus, any accompanying resume or job application) that does not meet them.

Thus, it is crucial that you keep the likely expectations of your reader in mind while you are constructing your cover letter.

What are these likely expectations? They fall into two categories: **Format** and **Substance**.

III. FORMAT

Professionals expect to receive a cover letter that adheres to certain specifications. This expectation makes sense; busy professionals do not want to waste time decoding the structure of each new letter they receive. Over time, a standard cover letter format has evolved that provides the writer with the flexibility needed to tell his or her own story while still providing the reader with the uniformity that allows for efficient processing. This standard format also forms a sort of test by which professionals judge the writer. A writer who appears to be either unaware of the standard, or unable or unwilling to conform to it, will make a poor impression on any reader.

Below is a sample outline of the format of a cover letter, along with an in-depth explanation of each of the elements that should be included:

IV. SAMPLE COVER LETTER OUTLINE

[Heading – Option A]

1. Name
Street Address
City, State and Zip Code
Telephone
E-mail

2. Date (spelled out)]

[Heading – Option B]

1. Copy of Header on your Resume

2. Date (spelled out)]

3. Address: *Full Name of Targeted Individual* [and honorific or degrees (e.g., Esq. or LL.M.)]
Complete Title (if applicable)
Entire Name of Firm or Organization
Street Address
City, State and Zip Code

[**Optional Subject Line**] 4. Re: - necessary *only* if the employer requires the vacancy number or other reference. You may see this in government postings or in international organizations]

5. Greeting: Dear Mr. / Ms. / Judge / Honorable:

6. Opening Paragraph: Be concise in explaining the following items: (1) Who you are (e.g., “I am an LL.M. student at Georgetown University Law Center...”); (2) your objective (e.g., “...interested in obtaining a summer position as a law clerk...”); (3) briefly and most importantly, your relevance or connection to the position (“I have demonstrated expertise in intellectual property and patent law, and plan to return to practice in New Jersey after graduation...”); and, if applicable, (4) the name of a contact who referred you to the position (“Mr. Alexander suggested I contact you directly...”). *Exercise professional creativity in using these elements to express your unique fitness for the position and to motivate the reader to read your enclosed resume.*

7. Heart of the Letter. This section should be no longer than two paragraphs and should convey relevant evidence of your good fit for the position from the following categories: (1) experience in the field (academic and practical); (2) overall grades and/or upward trend; (3) accomplishments (academic [undergraduate, graduate or law school], job-related or otherwise); (4) honors and awards (academic, military, civic, etc.); (5) critical reasoning, research and writing skills (acquired before and during law school); (6) demonstrated commitment to the overall objectives and philosophy of the organization; and (7) other special qualities or knowledge that relates to the position or opportunity for which you are applying. **(You should endeavor to tie these factors to elements of the position offered or desired, thus making your ambition and ability to effectively contribute to the employer readily apparent to the reader.)** *Because most employers consider cover letters to be indicative of the author’s research and writing abilities, as well as telling of his/her level of commitment to the subject organization, they expect perfection and a personalized approach.*

8. Closing Paragraph. Do not waste this opportunity on a simple “Thank you for your

consideration” or similarly bland statement. Instead: thank the reader, but also position yourself for a follow-up campaign (e.g., “I will be in Trenton early next month and will contact you beforehand in the hope that we can schedule a time to meet.”). Explain what course of action you plan to take or what action you would like the reader to take, and follow through.

9. Closing:

“Sincerely,” “Sincerely yours,” or “Very truly yours,”

[Signature in black or blue ink] or [/s/ Your Full Name]

Typed Full Name

Enclosure(s) (#) [Remember: if you are faxing or e-mailing your cover letter and resume to an employer, those materials are attachments, not enclosures, and you would use “Attachment(s)” instead of “Enclosure(s).”]

V. ELEMENTS OF A COVER LETTER

1. Heading

Your heading should include the following:

- Your name, complete address, including city, state and zip code (all five digits).
- Your current phone number (make sure you have a professional voicemail message, and if you provide a mobile number, take care to answer calls from known employers or unknown parties only under appropriate circumstances).
- Your e-mail address (your Georgetown Law e-mail address is preferable because it reinforces your affiliation with the school).

The heading should either match the heading you use on your resume, or be in standard business letter format. It should not be a new heading unique to your cover letter. You should also include the same contact number and e-mail address you provided in your resume.

EXAMPLE

[Standard business letter format]

Susan George
111 Georgetown Avenue
Apartment 2B
Washington, D.C. 20001
(202) 123-4567
sg00@law.georgetown.edu

October 1, 2016

The date should always be included in a cover letter, between the heading with your personal contact

information and the address of the person to whom the letter is being sent. The date should be aligned directly under your own address, to the right, if you are using standard business letter format, and should be aligned directly above the recipient's address, to the left, if you are using the header from your resume.

2. Address and Greeting

It is best to address a cover letter to a specific person. If you do not have the name of a contact person, address it to the hiring attorney, recruitment administrator, externship coordinator or internship coordinator (e.g. Dear Externship Coordinator, or Dear Hiring Committee), but try to obtain a name if at all possible. You can call the main number of the employer and ask the receptionist for a proper contact. Additional options include sending the letter to a Georgetown Law graduate or a graduate from your J.D., first law degree or undergraduate institution who works for the employer.

When addressing a letter to an attorney, address it to “(Given Name) (Family Name), Esq.” and do not use Mr./Ms. In the salutation, you should begin with Mr./Ms. if you are certain of the hiring manager's gender. You should address female employers as “Ms.” because “Mrs.” and “Miss” are titles that are dependent on their (irrelevant) marital status. If you are unsure, you can avoid gender-specific titles and write out their given and family names in full.

EXAMPLE

John Smith, Esq.
Big Law Firm LLP
123 Main Street
Baltimore, MD 20101

Dear Mr. Smith:

3. Subject Line

The subject line is only used when the employer requires that you make reference to a specific job title or vacancy number in your correspondence. This request can be typical of government or international organization hiring. Otherwise, this line is **not** necessary.

4. Body of Letter

A cover letter normally should contain three or four short paragraphs—an opening paragraph, followed by the “heart” of the letter (one or two paragraphs) and a closing paragraph. Each paragraph should be no more than seven sentences, preferably less than five.

Opening Paragraph

The opening paragraph should indicate who you are (e.g., an LL.M. student at Georgetown University Law Center) and the position for which you are applying. If you have a contact name with whom you have discussed the opportunity, mention the person who referred you (e.g., “Mr./Ms. ___ suggested that I contact you regarding ...”). You should also state briefly why you are interested in that particular employer, in other words, your “relevance” to the position. If you have personal ties to the geographic

area, you should state them in the introductory paragraph as well.

Below are some excerpts from sample opening paragraphs:

- “...I am currently an LL.M. student at Georgetown University Law Center located in Washington, D.C., and am committed to returning to Germany to practice law upon graduation. I am writing to convey my interest in an associate position with Sullivan & Cromwell LLP...”
- “...Juan Pérez, with whom I worked last semester at the Pérez Corporation, suggested that I write to you. I am an LL.M. student in Georgetown University Law Center’s Taxation Program and am seeking an internship position with Taxation Consultants Corporation...”
- “...I am writing to apply for the position of law clerk for the Department of Women’s Issues. I am an LL.M. student at Georgetown University Law Center with a special interest in humanitarian law...”
- “...Judge Albert Lauber, former Director of the Tax and Securities Programs at Georgetown University Law Center, recommended I contact you concerning a position with Northrop Grumman. As an international LL.M. student specializing in tax, I recently completed a project for Judge Lauber focusing on the impact of new legislation on taxes to corporations. Because he was pleased with my work and familiar with your organization, he indicated that you might be interested in meeting with me to review my background and to explore how it might fit with your upcoming needs...”
- “...I was very interested to read a recent article about your representation of Pulse Biosciences, Inc. Upon further research, I learned that Golenbock Eiseman Assor Bell & Peskoe LLP specializes in bringing small companies public. As a practitioner in New York City, I have represented several small and large high tech companies in the initial public offering stage and am seeking to put my skills to work at Golenbock...”

Heart of the Letter

The body, or “heart of the letter,” should convey your fitness for the role, by using actual examples from your background to convey to your employer that you are the best candidate and that you have the necessary skills and abilities to take on the position. Consider providing relevant examples from your:

- Academic and practical experience in the particular field;
- Credentials;
- Unique abilities and qualifications;
- Academic and professional accomplishments (cite at least one achievement measured with real numbers, percentages, or dollar amounts to establish credibility);
- Honors and awards (academic, military, civic, etc.);
- Critical reasoning, research and writing skills acquired in law school or elsewhere;
- Demonstrated commitment to the overall objectives and philosophy of the employer; and

- Other special qualities or knowledge that relates to the position or opportunity for which you are applying (explain how it relates). It should reflect your uniqueness and should show the reader the relationship between the firm’s needs and your experience or potential.

These middle paragraphs of the cover letter should collectively reflect your unique abilities and qualifications in a manner that sets you apart from other applicants. Tailor the discussion of your skills and career interests to the employer—its work, location, clients, size, reputation, etc. Many employers, particularly public interest organizations, prefer cover letters that discuss your background and commitment to the constituencies and/or issues the employer represents. Each of your body paragraphs should begin with an introductory or transition sentence and end with a summary sentence that ties the discussion back to the position at hand.

- If you are responding to a particular job announcement, be sure to address each of the hiring criteria listed in the job posting.
- If you are not responding to a particular job announcement, research the employer (using its website, the NALP Guide of Legal Employers, Google, LinkedIn, Symplicity, etc.) to learn facts about the employer and the work it does, so that you can explain how your skills and experience are specifically relevant to the employer.
- Demonstrate that you have tailored your letter to the firm by mentioning a specific practice area or other connection to the firm.
- When possible, provide examples of your relevant skills and experiences, using quantitative descriptions such as numbers or percentages.
- Never mention your weaknesses or flaws in a cover letter and avoid sensory words such as “believe” and “think” as much as possible. You should be assertive and confident.
- Tailor your letter to the employer and a specific job or practice group.
- Do not focus on what you want or how the job would benefit you. Think of your biggest selling points—prior relevant work experience, academic experience in the specific practice area, any transferable skills from prior positions—to bring the focus to what you can contribute to the employer.
- If you have non-legal work experience, be sure to highlight transferable skills such as research and writing, interacting with clients or public speaking.
- Do not waste this part of the letter repeating information that is on your resume. This is your opportunity to “editorialize” the information in your resume, by choosing one or two items to expand upon in greater detail and drawing a parallel between your background and the employer’s need for that skill. As your cover letter is a writing sample, it can be considered sloppy to repeat parts of your resume verbatim.

Below are some sample lines from middle paragraphs:

- “...During my years as a legal assistant with August & Debouzy, I gained substantial training in legal research and writing. Currently, I am developing these skills as a research assistant to Professor Nan Hunter. The useful technical knowledge that I gained from these experiences, in addition to my ability to speak English and French fluently, makes me a well-qualified candidate for the position at your organization...”
- “...While employed as an associate with Skadden Arps, I worked side-by-side with two senior

partners in the corporate division, assisting in all aspects of closing several multi-million dollar leveraged lease financings of commercial jet aircraft. These transactions, each of which was complex and time sensitive, were completed in a timely manner to the satisfaction of a very demanding client...”

- “...as an associate in the mergers and acquisitions group of Marval, O’Farrell & Mairal, I worked on the most complex and important corporate acquisitions in Argentina. This record of taking on difficult challenges and succeeding under time and client pressure will serve me well as an associate in an innovative and fast-paced firm like Paul Weiss...”

Closing Paragraph

Do not waste this opportunity on just a simple “Thank you for your consideration.” Instead, thank the reader but also position yourself for follow-up. Explain what course of action you plan to take, or what action you would like the reader to take, and then follow through.

If you are applying to a firm or organization outside the Washington, D.C., area and you will be in that area in the near future, indicate when you would be available for an interview. You should also indicate what enclosures (resume, writing sample, transcript, etc.) you have included with the letter. Below are some sample closing paragraphs:

- “I look forward to meeting with you to discuss the internship opportunity with your organization. I will call you next week to explore the possibility of arranging a meeting. Thank you for your time and consideration.”
- “I would appreciate a personal interview to discuss the possibility of beginning a one-year practical training position in your London capital markets practice group. I may be contacted at the above address and phone. Thank you for your time and interest.”
- “I am planning to attend the ‘Energy Forum’ that will take place in New York on October 4 and 5, 2016, and I would appreciate an opportunity to interview with you during this time. I will call you next week to see if we can schedule a meeting at a mutually convenient time.”
- “I would welcome the opportunity to meet with you at your earliest convenience. Please feel free to contact me either by phone or by e-mail to arrange an interview.”

5. Closing

The closing should be lined up with the reader’s address and consistent in tone with a formal business letter. “Very truly yours,” “Sincerely yours,” or “Sincerely” are generally the most appropriate closings. You should skip four lines between the closing and your name. After typing your name, skip two lines and type “Enclosure(s)” and the number of enclosures (e.g., “Enclosures (2)”) depending upon what you are including with the cover letter. If you are faxing or e-mailing your cover letter, use “Attachment(s)” in place of “Enclosure(s)”.

SPACING GUIDELINES

- **Date Line:** 2 hard returns below the last line of the heading or letterhead.
- **Inside Address:** 2 hard returns below the date line.
- **Salutation:** 2 hard returns below the last line of the inside address.
- **Body of the Letter:** 2 hard returns below the salutation (single-space within paragraphs; double-space between paragraphs).
- **Complimentary Closing:** 2 hard returns below the last line of the body.
- **Signature Line:** 4 hard returns below the complimentary closing.
- **Enclosure Notation:** 2 hard returns below the signature line.

We recommend that you use these spacing guidelines as a starting point, even though you may find it necessary to depart from them in order to keep your cover letter to one page. Some variation can be acceptable as long as you continue to set apart the elements of your letter in a manner that is logical and visually pleasing to the reader.

VI. SUBSTANCE OF A COVER LETTER

Your reader will also have certain expectations when it comes to the substance of your cover letter. As with format, these expectations are driven in part by the need to be able to process business correspondence quickly and efficiently, and in part by the perception of the cover letter as an opportunity to evaluate the writer. Keep these purposes in mind when writing your cover letter, so that your reader will be receptive to the final product:

1. Tone

The tone of your letter should be professional without being overly formal or academic. Professional correspondence contrasts starkly with much of the written communication that we see in our everyday lives, such as texting or e-mail. Many of the conventions that people use almost reflexively in the latter, such as abbreviations and emoticons, are completely out of place in a cover letter. So too are indications of familiarity, such as slang, colloquialisms, or contractions.

At the same time, cover letter readers do not want to slog through dense, ornate prose. A cover letter should not be thought of as an opportunity to show off obscure vocabulary or complex logic. The text of your cover letter should be respectful, direct, and clear. There should be no long or convoluted sentences.

2. Content

The reader of your cover letter will expect that any writer worth consideration will demonstrate two points through the content of his writing: first, the writer knows what he or she is talking about; and second, the writer understands whom he or she is talking to.

Knowledgeable

Your credibility will rest in large part on whether or not you appear to be knowledgeable about the

subject matter of your letter. Any errors or lapses will make you look unprepared or incompetent. Make sure that any factual information you refer to in your cover letter—dates, names of organizations, etc.—is completely correct.

Furthermore, the expectation of knowledge extends beyond simply getting the details right. You must also demonstrate that you know *enough* of the details to be taken seriously. Your cover letter should show that you know as much as any person in your situation could reasonably be expected to know. This would include, for example, information that is publicly available on an organization’s website. Do not ask for, or demonstrate ignorance of, information that you could easily find yourself. For example, if you intend to write, “I am particularly interested in working at your firm with Joe Bundick, having read his article on transfer pricing last semester,” first make sure that Joe Bundick is still listed on the firm’s website as a member of the firm.

Of course, if the purpose of your cover letter is to seek information—for instance, if you are writing to request an informational interview—it is appropriate to explain the areas in which you feel you do not know as much as you would like. Even then, however, your letter should show that you have learned as much about the subject matter on your own as you could, and that you are now hoping to tap into the unique knowledge that your reader alone has to offer. It would be appropriate, for example, to write, “My fall class in Securities Regulation introduced me to the structure and operations of the SEC, and I spoke privately with Professor Smith about his experiences working there in the 1980s. I would be grateful for an opportunity to speak with you about the current culture at the SEC.”

Tailored

Your reader will expect to be addressed as a particular individual. Anything that indicates a form-letter mentality—a salutation such as “Dear Sir or Madam,” a mistake in diction such as referring to “your firm” when writing to a government official, etc.—will immediately cause the reader to suspect that you did not make any effort to target your letter. If you do not make the effort to target your letter, why should the reader make any effort to satisfy whatever request you make in it?

Ideally, your letter will go even further—it will demonstrate that you have taken the time to learn some relevant details about the recipient. If you are writing to a partner in a law firm, for example, and appropriately mention a case on which the partner worked, or a specific area of practice in which the firm has had success, then the partner may draw several favorable conclusions: that you have a genuine interest in the partner’s practice, that you did your homework, that you are the kind of person who makes pertinent mental connections, etc. A letter that is missing these kinds of salient details may not actively offend the reader, the way a form letter can. However, it is also missing an opportunity to establish a connection with the reader, by pointing out your awareness of information that the reader can relate to, and ultimately to fulfill its purpose: getting the interview.

3. Purpose

Finally, any professional reading your cover letter will expect you to express your purpose clearly. Again, the reader does not have the time to decode your letter; if you do not make your request clear, and provide persuasive reasons for the reader to comply with your request, then the chances that the reader will give you the result you are seeking will be slim.

Definite

It is vital that you convey the reason you are writing as unambiguously as possible. If your reader finishes the letter unsure of what exactly you are asking for, how can you expect any kind of response, let alone a positive one? A cover letter is meant to be a piece of persuasive writing.

To be as clear as possible, pay particular attention to the beginning and the end of your text. As we noted earlier, your cover letter is in part an introduction, of yourself and of the reason you are writing, and this introduction should begin in your opening paragraph. Along with an explanation of who you are and what (if any) connection you have to the reader, your opening paragraph should plainly state your objective in writing; for example:

- “I am writing to convey my interest in an associate position with your firm.”
- “I am seeking an internship position with your organization.”
- “I am considering launching my own firm and would like to talk to you about your experiences as a solo practitioner.”

By letting your reader know your purpose early in the letter, you give the reader the proper context in which to read the rest of the letter.

It is also important to be clear and precise in your closing. Keep in mind that your explanation in the opening paragraph of your general reason for writing, while important for context, will not be sufficient to tell the reader precisely what next steps you are asking for. In your closing paragraph, you will need to supply the details. What, specifically, do you want the reader to do for you?

- “I would like the opportunity to meet with you to discuss how my qualifications make me the ideal candidate for this position.”
- “Could we please speak for 20 minutes, in person or via telephone, about your career in securities regulation and the opportunities available to young attorneys today?”

You may supply additional details that could help the reader with the decision—for example, if you are writing to an employer in a distant city, and know that you will be visiting that city soon, you should mention the dates on which you will be available to meet in person.

Persuasive

Your reader is going to expect that any sensible writer will provide reasons why the reader should fulfill the writer’s request. Do not make the mistake of addressing only half of that expectation—that is, providing general reasons why *somebody* should fulfill your request, but not the reader specifically. The reader expects that, if you want them to do something for you, you will explain why the reader will want to do it, too. In other words:

- What is in it for the reader?
- How will the reader benefit from complying?

To answer these questions for the reader, you must focus on them. If you are asking to be considered for a position, think about the work the employer does, and explain exactly why your education and

experiences have prepared you to do such work. If you are asking for an informational interview, think about what might motivate the reader to take time out of a busy schedule—a shared alma mater, perhaps—and focus on that.

Because a cover letter can feel personal to you—a description of your history and skills and an expression of your own wishes and aspirations—there is a natural tendency to focus on your own point of view when writing it. Take the time to consciously change your perspective and to ask yourself what the letter will look like from the reader’s point of view:

- Will the letter fulfill the reader’s expectations?
- Will the letter demonstrate an awareness of the reader’s own interests?

A cover letter that satisfies these considerations will engage the reader, help them to see how much you have to offer, and get them to take that crucial next step that you ask of them.

VII. COVER LETTER TIPS

1. What to Strive For

- A cover letter is a persuasive writing sample, so sell yourself. Make the reader want to speak with you. Be formal, polite, honest and assertive. **Focus on what you can do for the employer and why you are the best candidate for the position.**
- Be realistic. Target employers that are interested in what you have to offer. Not every student or applicant meets the employer requirements for a candidate.
- Craft a different version of your cover letter for each employer to whom you are applying.
- Focus on the reader’s needs, not just on your impressive credentials. Present information that tells the employer how he or she would benefit from hiring you. A cover letter is not an autobiography, a personal statement, or another version of your resume.
- Tailor your cover letter by carefully reviewing the position announcement to determine the skills important to the employer and use “key words” from the announcement to explain why you are the best candidate for the position.
- Customize your cover letter by linking your credentials, skills and abilities to the needs of the potential employer you are targeting.
- Research, research, research. The only way for you to be able to effectively communicate (i.e., persuade) in a cover letter is for you to know the needs of your targeted employer.
- Follow the application instructions exactly as described in the ad or posting.
- Use a conversational but professional tone when writing your cover letter. Keep it simple; highlight your skills, abilities and credentials, as well as your work-related accomplishments, experiences and awards.
- Provide concrete evidence of success, not subjective statements. Prove what you claim by citing results. If possible, use numbers, percentages or dollar amounts to quantify achievements.
- Present your accomplishments from prior positions you held. The cover letter allows you to go into more detail than a resume. Always provide examples to support the statements contained in your cover letter.
- Tweak and fine-tune the cover letter to compel the reader to act, such as calling you in for an

interview or making a referral on your behalf.

- Be clear and concise. Use powerful action verbs to convey to the reader why you are the best candidate for the position and how you will contribute to the organization. For a list of action verbs, refer to **page 74**.
- It is best to address your cover letter to a specific contact. For an immediate connection, refer in your first sentence to the name of any mutual acquaintance, a mutual interest (e.g., a law review article written by the target recipient), or a specific achievement you know the recipient would find compelling.
- Be sure the addressee information matches the address on the envelope and on the salutation. In addition, make sure you are not referencing the “firm” when you are in fact applying to a “government agency,” “non-governmental organization,” “corporation” or “international organization.”
- Address the cover letter to the person responsible for hiring at the target employer, unless otherwise instructed. Be sure you spelled the name of the addressee, title and division correctly. Similarly, ensure that you have spelled the organization’s name correctly, including its form of organization (e.g., “Arnold & Porter, LLP”).
- Use an active and specific closing. Tell the reader what you want (e.g., an interview, meeting or contact) and suggest the next course of action. For example, request a meeting and tell the recipient you will call to schedule it.
- Always include a cover letter with every resume you send, unless instructed otherwise in the job posting. This is especially important if your connection to the position is not readily obvious from your resume (e.g., your education and experience and address are all based in Florida but you are applying to a position in California).
- Maintain first-person descriptions when discussing your credentials, but be sure not to overuse the first-person pronoun (“I”).
- Limit your cover letter to one page in length.
- Print your cover letter using a good quality printer on the same quality paper that you chose for your resume.
- Use the same font style you chose for your resume.
- If you use a header instead of putting your address in standard business letter format, then for consistency, use the **same** header you use on your resume.
- Always sign the letter and type your full name beneath your signature. If you are sending your materials electronically, you can scan your handwritten signature and insert it into your document. If that is not possible, use the electronic “S-signature” convention: type “/s/”, followed by your name, to indicate your signature (e.g., “/s/ Jane Johnson”).
- Mail your cover letter in a business envelope that matches your stationery color and quality.
- Indicate how many enclosures are included with your cover letter (e.g., “Enclosures (2)”). If you are sending the cover letter and other materials via e-mail, be sure to attach them to the e-mail and to indicate the number of attachments (e.g., “Attachments (3)”).
- Proofread the letter. Proofread it again. Reading it aloud from top to bottom and bottom to top can help you find errors. Do not rely on spell check, which may not catch mistakes such as spelling “from” instead of “form”.
- Read the final letter out loud. This will highlight any awkward or repetitive phrases and will confirm you have struck the appropriate tone (unpretentious but confident).
- Once you think you are ready to send the letter to a potential employer, you may send it to the

Office of Graduate Careers for review through our website.

2. What to Avoid

- Avoid any typographical, punctuation, spelling and grammatical mistakes. This reflects a lack of care and attention to detail.
- Do not forget the date and the salutation.
- Do not send a cover letter with erroneous employer information (e.g. misspelling the employer's name or address).
- Do not forget to include your phone number and an e-mail address in the header.
- Do not use abbreviations such as Cir., Ave., Rd. and other similar words in an address. Take time to spell words out.
- Do not use contractions.
- Do not include your age, weight, height, date of birth, marital status, race, disabilities, religion, political affiliation, a photograph or any other personal information, unless such information is directly related to the position for which you are applying or is relevant in explaining your resume.
- Do not include your salary history, unless the employer specifically asks for this information.
- Avoid using phrases such as "To Whom It May Concern," "Dear Hiring Partner" and "Dear Sirs." Make sure you obtain the proper spelling of names and titles of the addressee.
- Avoid repeating what is already stated in your resume, unless you are highlighting it to prove a point.
- Avoid making comments about your weaknesses or lack of experience. Focus on your strengths, skills, experience and company knowledge.
- Do not forget to answer any specific requests set forth in the job posting.
- Do not give information that could be characterized as misrepresentations (lies). Do not misrepresent yourself or exaggerate your qualifications by including experience or abilities you do not possess (the same rule applies for the resume). The Law Center's *Student Handbook of Academic Policies* explains, "Students are cautioned to avoid even the appearance of impropriety in the preparation of their job resumes, letters, and application forms. The inclusion of material that is misleading, inaccurate, or false may be a violation of the Student Disciplinary Code."
- Avoid using "I" too many times. Remember that a cover letter should always focus on what you can do for the employer and not the other way around.
- Avoid using negative words such as "although," "despite" and "notwithstanding." These raise concerns about your abilities. Even if you are stating something negative, you should turn it into a positive learning experience. For example: "Although my GPA is not very high, my grades continue to improve each semester" would be better conveyed as: "The continual improvement of my academic performance throughout law school demonstrates my perseverance and commitment."
- Do not capitalize titles that are not proper names. For example: "Currently, I am an associate in the capital markets practice at Kirkland & Ellis LLP," not "Currently, I am an Associate in the Capital Markets Practice at Kirkland & Ellis, LLP."
- Do not staple your resume and cover letter together.
- Do not forget to include your resume, if you have stated that you are enclosing one; the same is true for other documents (writing samples, transcripts).

- Make sure your e-mail address is in black font, not blue (which indicates it is a hyperlink). You can right click on the e-mail address and then choose, “Remove Hyperlink.” (Underlining is optional, but must be consistent with the e-mail format in your cover letter.)

VIII. GRAMMAR AND STYLE REVIEW SHEET

1. Spelling

Always double-check your spelling. Be especially careful with names, since they may not be recognized by a spell-check.

Mr. Cramer → Mr. Crammer
Ms. Grimm → Ms. Grim

Be careful to avoid common errors that may *not* be recognized by a spell-check: it’s/its; they’re/their/there; you’re/your, etc.

Also read aloud the letter or e-mail you are about to send. It often helps detect errors you might otherwise have overlooked.

2. Audience and Formality

If you do not know the person to whom you are writing, try to maintain a more formal style. This is especially important if you want something from the person, and he/she has the power to reject your request.

Avoid contractions: *can’t, won’t, I’m* should be replaced with *cannot, will not, I am*

3. Be Polite

Keep in mind the scope of your request and to whom you are writing. Preface requests to prepare the reader for the imposition.

...will you?
Can you...please?
Could you please...?
Would you mind...?
I wonder if you would mind...?

4. Maintain a Professional Tone

Remember that in any job- or career-related written communication, whether by letter or e-mail, you must represent yourself as a professional. Avoid over familiarity and slang, and never respond personally to a perceived slight or disagreement.

5. Nominalization

Your style sounds less static if you keep the action in the verb and the actor in the noun.

EXAMPLE

Too static: At the meeting in France, I made the suggestion that we restructure our governing body.

Better: At the meeting in France, I suggested that we restructure our governing body.

Make an assumption	→	assume
Offer a suggestion	→	suggest
Resulted in an increase	→	increased

6. Passive Voice

Keep the actor in the subject. You want to convey dynamism.

Passives can be used strategically to hide the actor: “The file has been misplaced.”

EXAMPLE

Too passive: At the meeting in France, the suggestion was made by me to restructure our governing body.

Better: At the meeting in France, I suggested that we restructure our governing body.

7. Use of Acronyms and Definitions

Always think about your audience. Explain an acronym if you think the reader may not know what it means. However, you do not need to define it if you use it only once in your document.

EXAMPLE

Unclear: I work as general counsel for STC, a company jointly owned by CBS and YB.

Better: I work as general counsel for Security Trust Company (STC), a trustee company jointly owned by Chester Building Society and Yorkshire Bank, two mid-sized financial institutions in the United Kingdom. I have built a strong relationship with the business team at STC, working together...

8. Avoid Words That Do Not Add to the Overall Meaning.

Really, rather, truly, somewhat, clearly, basically, actually, certain, kind of, etc.

EXAMPLES
<p><i>Wordy:</i> <u>Basically</u>, I was working in a line of work that was <u>really</u> challenging. <i>Better:</i> The challenges in my work were as follows:</p>
<p><i>Wordy:</i> <u>It is also worth noting that</u> I participated in several CLE seminars. <i>Better:</i> I participated in several CLE seminars.</p>
<p><i>Wordy:</i> I was in charge of <u>each and</u> every aspect of operations. <i>Better:</i> I was in charge of every aspect of operations.</p>

Instead of:

Use:

Advance warning	→	warning
At that point in time	→	then
By means of	→	by
By reason of	→	because
Due to the fact that	→	because
It can be presumed that	→	presumably
It is expected that	→	probably
Merged together	→	merged
None of the witnesses	→	no witness
Prior to	→	before
Subsequent to	→	after
The area of engineering	→	engineering

IX. FORMS OF ADDRESS AND SALUTATION

TITLE	ADDRESS	SALUTATION
Attorney	Mr./Ms. (Full Name), Attorney at law OR (Full Name), Esq.	Dear Mr./Ms. (Family Name)
Doctor's degree	(Full Name), Ph.D.	Dear Dr. (Family Name)
Human Resources Director	(Full Name), Director of Human Resources	Dear Mr./Ms. (Family Name)
Dean of a School	(Full Name), Dean	Dear Dean (Family Name)
Professor	Professor (Full Name), Department	Dear Professor (Family Name)
Governor	The Honorable (Full Name), Governor of (State)	Dear Governor (Family Name)
State Senator	The Honorable (Full Name) U.S. State Senate	Dear Senator (Family Name)

TITLE	ADDRESS	SALUTATION
State Representative	The Honorable (Full Name) U.S. State Representative	Dear Mr./Ms (Family Name)
President of a Country	The President (Country)	Dear Mr./Madam President
Former President of a Country	The Honorable (Full Name)	Dear Mr./Mrs./Ms. (Family Name)
Vice President	The Vice President	Dear Mr./Madam Vice President
Cabinet Member(s)	The Honorable (Full Name) The Secretary of _____ or The Attorney General City, Country	Dear Mr./Madam Secretary
Ambassador, U.S.	The Honorable (Full Name) The Ambassador of the (Country)	Dear Mr./Madam Ambassador
Ambassador to the U.S.	His/Her Excellency (Full Name) The Ambassador of the United States	Dear Mr./Madam Ambassador
Chargé des Affaires	The Honorable (Full Name), Country's Chargé des Affaires	Dear Mr./Ms. (Family Name)
Consul	Full Name, Country's Consul	Dear Mr./Ms. (Family Name)
Minister, U.S. or to U.S.	The Honorable (Full Name) The Minister of (Country)	Mr./Madame Minister
Secretary General, United Nations	His/Her Excellency (Full Name)	Dear Mr./Madame Secretary General
United Nations Representative (Foreign)	His/Her Excellency (Full Name) Representative of (Country) to the United Nations	Excellency or Mr./Madame
Chief Justice Supreme Court	The Chief Justice of (Country Name) Name of the Court and Address	Dear Chief Justice Dear Chief Justice (Family Name)
Associate Justice Supreme Court	Justice (Full Name) The Supreme Court of (Country Name)	Dear Mr./Madame Justice
Chief Justice Highest State Court	The Honorable (Full Name) Chief Justice, (Name of Court)	Dear Chief Justice Dear Chief Justice (Family Name)
Justice Highest State Court	The Honorable (Full Name) (Name of Court)	Dear Justice Dear Justice (Family Name)
Chief Judge of all other Federal/State Courts	The Honorable (Full Name) Chief Judge, (Name of Court)	Dear Chief Judge Dear Chief Judge (Family Name)
Judge or Senior Judge of all other Federal/State Courts	The Honorable (Full Name) (Name of Court)	Dear Judge Dear Judge (Family Name)
Federal Magistrate Judge	The Honorable (Full Name) U.S. Magistrate, (Name of Court)	Dear Judge Dear Judge (Family Name)

X. SAMPLE COVER LETTER CRITIQUE

**VERSION ONE: BEFORE CORRECTIONS
(corrections noted in footnotes)**

MS. ANDREA S. ESTUDIANTE¹

411 N. Lynn St., Apt. 371²

Arlington, Virginia 22201 USA

+1 (703) 552-2403: aestudiante@gmail.com³

September 15, 2021

Mr.⁴ Edward Ariel,⁵ Esq.⁶

Hiring Partner

Jones Day

51 Louisiana Avenue, N.W.

Washington, D.C. 20001-2113⁷

Dear Hiring Committee^{8,9}

I am an LL.M. student¹⁰ at Georgetown Law Centre¹¹ writing because I am very interested in gaining experience while learning from some of the most talented legal tax professionals on complex and challenging work.¹² I feel confident that at Jones Day¹³ I will gain all the necessary skills to be a successful tax lawyer^{14,15}

Prior to enrolling in the LL.M. program, I completed a J.D. program.¹⁶ Your posting mentions that you are looking for someone with strong research and writing skills. While in law school, I was

¹ Your header should either be in standard address format or match the header from your resume but not a mixture of both. Your e-mail address and phone number should be consistent with the contact details in your resume.

² As in your resume, spell out all abbreviations.

³ We advise using your Georgetown e-mail address whenever possible. Phone number and e-mail should be on a separate line.

⁴ Look up the person to whom you are addressing the cover letter to make sure your mode of address is correct. You may ask an employer if you are unsure of how to address the contact name given.

⁵ For U.S. employers, all names should be written in the order Given Name, Family Name.

⁶ When using Esq., you do not need to use Mr. or Ms.

⁷ When copying and pasting an address directly from a job posting, formatting may change slightly. In addition to checking font type and size, please make sure your line spacing and character spacing are consistent.

⁸ Address your letter to a specific person if possible. If you are not provided with a specific contact person, address it to the name of a person in a likely position, e.g., a hiring partner or human resources manager. Never use “to whom it may concern.”

⁹ Use a colon instead of a comma in business correspondence.

¹⁰ Be specific about the LL.M. that you are receiving and be sure to use the exact degree title (e.g., “Securities and Financial Regulation LL.M.” instead of “Securities LL.M.”)

¹¹ The official name of the school is Georgetown University Law Center. Spelling throughout the cover letter should be in American English for U.S. employers.

¹² Be sure to start by stating your purpose in writing, whether for an externship or a professional position.

¹³ Always spell the employer’s name correctly!

¹⁴ Some typos and names will not be caught by spell-check. Proof your work carefully.

¹⁵ Focus on what you offer the employer, rather than what the employer offers you.

¹⁶ You want to use a strong topic sentence that lets the reader know what the following paragraph covers.

on the Southern California Law Review.¹⁷ I also was in the VITA¹⁸ program for three years.¹⁹

As it says on your website, your agency's²⁰ Tax Practice "assists clients in responding to the challenges of the current environment by emphasizing the development of creative, practical solutions to tax problems."²¹ While I have not worked in a large law firm,²² prior to commencing the LL.M. program, I have had the opportunity to intern at some small firms. I interned at Williams & Davis for three months, and at Shoreham & Struthers for four months during law school at University of Southern California Law School (Gould).

²³Additionally, a tax attorney must understand the latest developments in the field since tax law is ever changing.²⁴ During my J.D. program and my LL.M. I have taken tax course including partnership Tax, Corporate income tax, and Income tax Accounting.²⁵

In addition to my academic work and internships, I trained for several years in Irish Dance, and still enjoy it today. From my experiences studying dance, I have gained perseverance²⁶ and communications skills. I also developed leadership skills as co-captain of my intramural ultimate frisbee team freshman year²⁷ of college. It instilled in me a deep sense of satisfaction to work with my teammates toward a goal.²⁸

Thank you for considering me. I have enclosed herewith a resume a transcript and cover letter²⁹ for your review. I can be reached at +1 (703) 552-2403 or aes12@law.georgetown.edu.³⁰

Sincerely,
/s Andrea³¹

¹⁷ Avoid using the "Call and Answer" strategy of simply listing an employer's requirements and your qualifications. An employer should already know what their job posting says. Instead, weave their requirements into a description of your experience.

¹⁸ Spell out all acronyms the first time they are used in your letter.

¹⁹ Make sure to explain the relevance of your experience. A cover letter is not meant to be a rehash of your resume.

²⁰ Use the proper terminology in reference to the positions you are seeking. Failure to do so makes it look like you are using a form cover letter.

²¹ Avoid telling employers what their organization does.

²² Emphasize the positives of your background, rather than highlighting negatives.

²³ Your paragraphs should be consistently formatted. Indenting or not and left-aligned versus justified are all personal preferences, but you should take care to be consistent.

²⁴ Your sentences in the body paragraphs should highlight your skills and experience, rather than emphasizing irrelevant information.

²⁵ Try not to merely list classes you have taken. Use the opportunity to point out relevant achievements, such as excelling in courses or writing a research paper. List all course names accurately.

²⁶ Spell check!

²⁷ You should try to focus on more recent experiences if possible.

²⁸ Transferable skills can be important if you lack any experience in an employer's practice area. However, for a legal position, it's best to always highlight the relevant skills you do have.

²⁹ No need to mention the cover letter.

³⁰ Avoid repeating contact information that employers can find elsewhere in the letter. A good closing paragraph should briefly summarize your relevance to the position and allow you the ability to follow up later. Make sure your contact information is consistent in all materials you send to an employer.

³¹ Sign with your full name, using either "/s/" followed by your full name as an electronic signature or insert an image of your scanned signature.

VERSION TWO: AFTER CORRECTIONS

ANDREA S. ESTUDIANTE

411 North Lynn Street, Apartment 371
Arlington, VA 22201
(703) 552-2403
aes12@law.georgetown.edu

September 15, 2021

Ariel Edward, Esq.
Hiring Partner
Jones Day
51 Louisiana Avenue, N.W.
Washington, D.C. 20001

Dear Ms. Edward:

I am writing to express an interest in a tax externship at Jones Day during the Fall 2021 semester. I am a May 2022 candidate for an LL.M. in Taxation with a Certificate in International Taxation at Georgetown University Law Center. I believe that my academic background and tax experience have prepared me well for an externship with Jones Day.

Prior to beginning the LL.M. program, I interned at two tax boutique firms in Southern California, where I developed strong legal research and writing skills. Focusing on tax controversy, I conducted legal research and drafted memoranda on issues including fast-track appeals settlements, global settlements and pre-filing agreements. I further enhanced my research and writing skills as the Executive Notes Editor of the *Southern California Law Review*, where my primary responsibilities were to review and select student notes for publication and to manage the editing process of those notes. I also have significant transactional tax experience through my three years of involvement with the Volunteer Income Tax Assistance (VITA) project. As a site coordinator for VITA, I prepared and reviewed federal and state tax returns for low-income clients and advised clients on tax filing issues. I supplemented this practical experience with a broad selection of tax courses, including partnership tax, corporate income tax, and income tax accounting, through which I developed a deeper understanding of issues relating to inbound and outbound foreign tax planning.

I am confident I can use my strong tax skills and experience to make an immediate positive impact on your tax practice. I have enclosed my resume and transcripts for your review. I appreciate your time and hope that we can arrange an opportunity to speak soon. Thank you for your time and consideration.

Kind regards,

/s/Andrea S. Estudiante

Andrea S. Estudiante

Enclosures (2)

XI. E-MAIL CORRESPONDENCE

1. General Guidance on E-mails

Employers often request that students communicate with them by e-mail. Always treat e-mail correspondence as you would treat a hard copy of a cover letter or resume. Many employers view an e-mail as a writing sample, so pay attention to grammar rules, spelling and punctuation. Remember that e-mails are meant to be brief, yet professional, and should provide the reader with an immediate sense of what you are trying to communicate.

Write clear, short paragraphs and be direct and to the point. Always choose a professional typeface. We suggest that you keep your formatting simple so that it does not detract from the actual message you have written.

When using e-mail to assist you in the job search, **always keep the reader in mind.** Your first thought should be “who will be reading my e-mail?” Consider the reader’s position, organization and potential needs and objectives.

2. Tone of the Professional E-mail

The tone of a job search or business-related e-mail should always be professional. Never use the casual language that you would typically use in e-mails to family and friends. Be friendly and cordial, but do not try to joke around. This may be inappropriate or may not come off in the right way in an e-mail. You can never go wrong by letting professionalism be your guide. When in doubt, err on the side of formality and treat a professional e-mail as you would a business letter.

You should always write the e-mail before you address it. Remember to follow the standards used when crafting any other business documents. In particular:

- Use correct spelling, punctuation and the grammar rules that you would apply when drafting any other business communication. Print out and review the e-mail before you send it.
- Proofread your message carefully before hitting “Send.” Do not rely solely on the spell check feature as it will not catch words that are used out of context.
- Use the active instead of the passive voice.
- Do not use abbreviations without defining them first unless they are obvious to the reader. For example, “SEC” should be written as “U.S. Securities and Exchange Commission” the first time you use it with the acronym in parentheses (if you plan to use the acronym later in the e-mail).

Many employers complain that summer associates, interns and new attorneys are too informal in their communications, including e-mails. Whether you are applying for a job or already have a job, you are communicating with people who have the power to make decisions about your future! Your superiors and co-workers will expect varying levels of formality and informality—just be sure your tone is professional, because those who expect formality are more likely to be offended by informality than the other way around!

Never use ALL CAPS to convey tone, because it looks like you are shouting to the reader. Conversely,

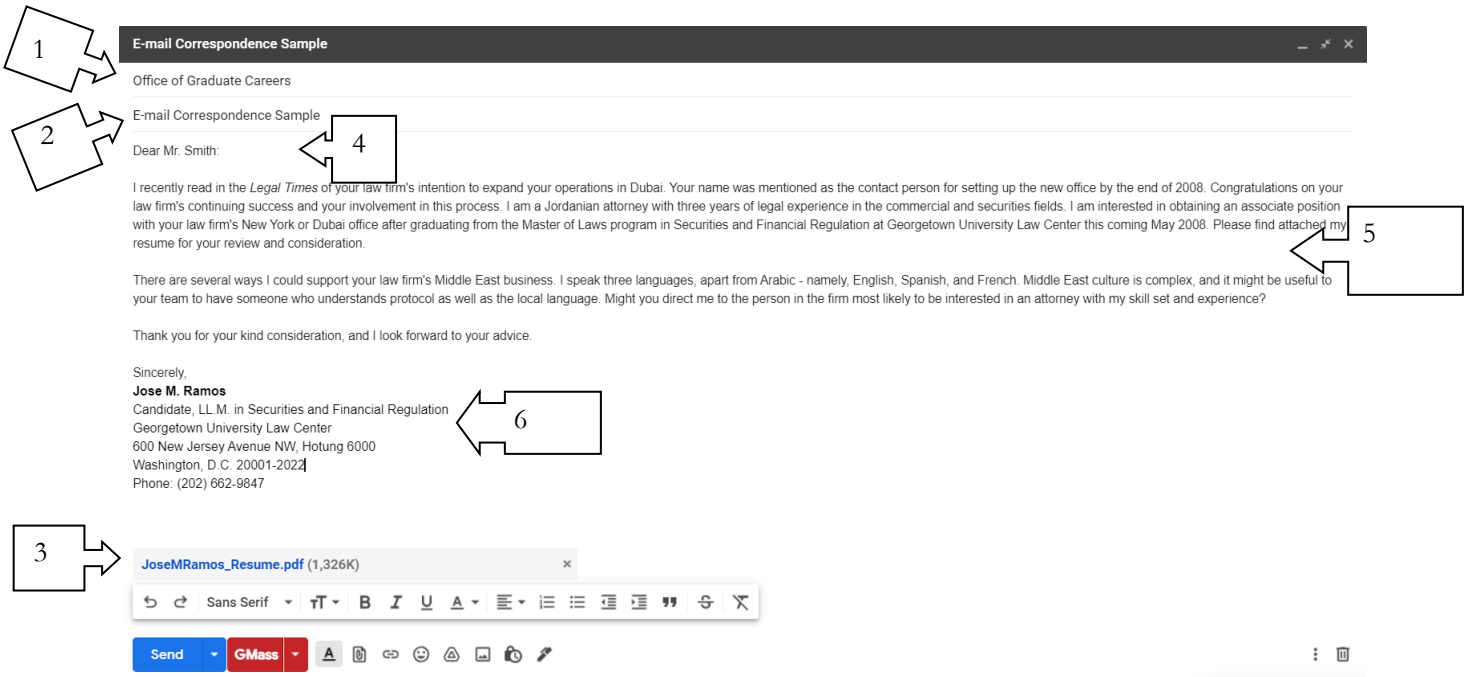
the use of all lowercase letters looks too laid-back and sloppy. The appropriate way to draft an e-mail is to use complete sentences. Also, do not use acronyms such as “FAQ” - always spell them out. Other informal acronyms, like “LOL” or “ROTFL,” or emoticons are never appropriate in the professional context.

Do not allow yourself to become overly heated about an issue when writing an e-mail. Build in time for reflection and consider if the issue is best addressed in person or by telephone. Try to disregard any heated e-mails you receive, and think twice before sending your own angry e-mails. Ask a neutral person to read your e-mail before you send it, to ensure the tone is appropriate. Never send an e-mail in haste, as you are creating a written record that can be used against you.

Avoid the temptation to send mass e-mails to prospective employers. Employers generally dislike this practice and are likely to delete a message beginning with, “To whom it may concern.” If you plan to send e-mails to many different employers, take the time to address each employer individually by name. Also, remember that many organizations have servers to filter out mass e-mails.

Do not send anything by e-mail to a prospective employer that you would not print on your personal letterhead and send by regular mail.

3. Anatomy of an E-mail



1. From and To Lines
2. Subject Line
3. Attachment Line
4. Greeting
5. Body of the E-mail
6. Signature

4. Parts of an E-mail

Your E-mail Address (“From” Line)

- Your e-mail address should convey a professional image. For that reason, we advise that you use your Georgetown Law e-mail account for job search correspondence. Include your e-mail address on your resume and be sure to check the account frequently. Please bear in mind that e-mail from accounts such as Gmail and Hotmail may be filtered out as spam (junk mail) on some organizations’ servers, particularly if attachments are included.
- Make a good impression from the outset. An e-mail address such as *beydude@hotmail.com*, or *socialjusticesurfer@gmail.com*, does not provide a potential employer with the best impression. Remember that you are competing for positions in a very tight legal market. Avoid using any e-mail address that would provide information about your race, birthplace, origin, age, disability, marital/family status, color, sex, religion, or nationality.
- If you choose to use a domain extension containing your name, be mindful that a potential employer may search for your website. Ensure that any material is consistent with the professional image you wish to convey to the employer.

“To” Line

Filling out the “To” line should be your **last step** before sending the e-mail. This will enable you to double check the e-mail for typographical and grammatical errors, correct spelling and test any attached documents for effectiveness to make sure that they are the correct ones. It will also prevent you from sending the message inadvertently, and will provide you with the opportunity to re-read your message to ensure you are conveying a courteous and professional tone.

Before you include the e-mail addressee, ask yourself the following questions:

- Was the tone of the e-mail appropriate?
- Did you convey to the reader what you wanted to say?
- Did you accurately spell the name of the recipient?
- Did you attach the document(s) you mentioned in the e-mail?
- Did you include a signature that lists your current phone number?

Subject Line

- You should always include a subject line in a professional e-mail. This serves as the title of the e-mail and should give a brief summary or description of the content of the correspondence. Take a few minutes to pick one that will serve as the “hook.”
- If you are contacting someone who does not know you, please make sure you choose an appropriate message. For example: “Tax Associate Application” or “Request for an Informational Interview from a Current Georgetown Law LL.M. Student.” If you have a personal contact, make sure you mention it. For example, “Referral from Alexander Gibson of the Inter-American Development Bank.”
- Messages with subject lines such as: “Hi,” “Hey,” or “Greetings,” may appear to be spam. As a result, the reader might just simply delete your correspondence from his or her inbox. Failure to include a subject line might also cause the message to be considered spam. If categorized as spam, Internet security systems will not deliver the e-mail message.

- Also note that spell-check does not review the subject field of an e-mail.
- When corresponding with a potential employer via e-mail, you may wish to revise the subject line as the conversation progresses to reflect the course of the conversation and to make it easier for the reader to know what actions you wish him or her to take after receiving your e-mail.

Salutation in Professional E-mails

Address the recipient using a professional salutation, such as “Dear Ms. Smith.” Failure to include the person’s name can make you and your e-mail appear to be a mass mailing. We do not recommend using someone’s given name unless the recipient has requested that you do so.

For professional e-mails, include a colon after the salutation. A comma is not wrong, but it is less formal.

Attachment Line

- Think carefully about whether it is appropriate to send an attachment to someone you do not know the first time you contact the person (unless, of course, the contact has posted a job announcement requesting that applicants attach their resumes).
- Consider whether it will be more effective to send your cover letter in the body of the e-mail or to send both the cover letter and resume as attachments with a brief introductory e-mail. When you send a large file or set of files, always send a courtesy e-mail telling the recipient what you are sending and why.
- If you refer to an attached cover letter and resume in an e-mail, remember to attach them! Give each attachment a name that identifies you as the applicant (your name) and the type of the document (resume, cover letter, writing sample, transcript). For example: Joseph Johnson Resume, Joseph Johnson Cover Letter, and Joseph Johnson LL.M. Transcript.
- Attach the final document, not a draft. If you are using the “Track Changes” or “Comments” features in your Word file, make sure to turn it off. Otherwise, each insertion, comment, deletion, or formatting change will be viewable by the recipient of your e-mail.
- We recommend that you send PDF files of your resume and any other application correspondence. It will give you the certainty of knowing that your documents cannot be tampered with and that they will appear exactly the same on the target recipient’s computer as on yours, with no danger of file conversion errors. The latest versions of Microsoft Word and other word processing programs allow you to save your document in PDF format or you may search for “print to PDF” software online. Once converted, always print them at least once to make sure there have been no formatting reconfigurations.

Signature on Professional E-mails

Make sure to include your complete contact information, in case the recipient needs to reach you for a follow up conversation. Include your mailing address in your signature and your current phone number. Make sure the contact information in your e-mail signature is consistent with the contact information in your resume and cover letter, as well as your business cards.

EXAMPLE

Joseph Johnson
 Candidate, LL.M. in Global Health Law
 Georgetown University Law Center
 120 F Street, N.W., Unit 540
 Washington, D.C. 20001
 (202) 555-0000

Make certain that you have recorded a professional sounding voicemail message at the phone number you provide. A potential employer or contact should be able to call that number and know with certainty they reached the correct person, even if you are unable to answer at the time. Additionally, do not give out your phone number until you have set up your voicemail box and message.

How to Create a Signature in Gmail: To set up a signature that will be automatically appended to any e-mails you compose in Gmail, click the settings gear button and select “See All Settings” from the drop-down menu. Stay on the “General” tab, scroll down to the “Signature” section and enter the text you want to use as your signature. You can also add hyperlinks to text in your signature, by selecting the text for the link and clicking the “Link” button on the toolbar, if you want to include a link to your LinkedIn profile.

5. How to Start an E-mail to a Person You Don’t Know

Starting an E-mail

When you are ready to craft the e-mail, put yourself in the shoes of the reader and answer the following questions:

- Why are you writing to me?
- Who provided you with my contact information?
- What is the goal of your message?
- What do you want me to do after I read your e-mail?

Body of the E-mail

- If you are drafting an e-mail, think carefully about its length. Generally, it is best to keep the length of an e-mail to a single screen. If you must write a long message, be sure to provide a “mapping statement” to give the reader an outline of the key points you plan to make.
- Convey the most important points first. Many professionals use handheld devices to read their e-mails, which limit the length of the message that is immediately visible on screen.
- Think about crafting the e-mail off-line (or in Microsoft Word) to make sure you proofread it before you send it.
- Keep paragraphs short; three or four sentences per paragraph is recommended. Remember to organize them in order of importance.
- The opening paragraph of the e-mail should provide the reader with a good and immediate overview of what is discussed in the subsequent paragraphs. It should answer the question in the reader’s mind: What do you want from me?

- Check, double-check and triple-check punctuation, spelling and grammar, and make sure you are using a professional, business-like tone.
- Use breaks, numbers and bullets to make your e-mails easier to read.

6. Guidelines for Continuing E-mail Conversations

Here are some points to consider about continuing conversations over e-mail:

- Try to respond to an e-mail within a reasonable time frame, though what is “reasonable” will depend on the recipient’s expectations and the subject being discussed.
- Trim back old messages to keep the e-mail from getting too long, and consider changing the subject line to reflect the new items being discussed.
- If you are asked several questions, it may be appropriate to embed your answers in the sender’s message copied at the bottom of your e-mail. However, in your accompanying e-mail, explain that this is what you have done.

7. Is It Appropriate to Send Thank-You E-mails?

Yes, it is acceptable to send a thank-you note by e-mail. Consider how much of your communication to date has been by e-mail, as well as the importance of the thank-you note reaching the recipient promptly.

If you feel that you should send thank-you e-mail to several people within an organization and have contact information for everyone, take the time to send each person an individual message and do not send one message with others carbon-copied (“cc’d”) on the message. As members of an organization who serve on the hiring committee together will often circulate these e-mails so they can be added to an applicant’s files, you should take care to personalize each message.

Please review the sample correspondence on **pages A-88, A-89 and A-90 in Appendix E** for examples of thank you e-mails.

8. Is It Appropriate to Address an Offer of Employment via E-mail?

As a general rule, it is acceptable to respond to an offer in the same manner that it was conveyed (i.e., to respond to a telephone call with a telephone call). If you are nervous about calling to decline an offer, keep in mind that the phone call is unlikely to be long, intense or even awkward. Employers get turned down regularly, and though they may not like it, they are typically quite gracious about it. Do not try to avoid talking to a live person by leaving a voice mail message at 11 p.m. as your attempt to avoid the conversation will be obvious. Follow up on a phone call with a written communication—e-mail or letter—confirming your decision. Please review our sample correspondence on **pages A-91 and A-92 in Appendix E** for examples of accepting and declining offers of employment over e-mail.

9. Is It Appropriate to Negotiate an Offer of Employment via E-mail?

As a general rule, it is better to negotiate an offer of employment verbally than in writing. If you do

not understand the benefits package being offered to you, a verbal conversation might be best. In cases where time is of the essence and you are only reaching voice mail when you call the employer, you could alert the employer via e-mail that you have some questions and are hoping to speak directly to them. Suggest times when you would be available to speak.

10. **Other Tips for Professional E-mails**

Consider the following additional guidelines for you to keep in mind when communicating with potential employers by e-mail:

- Your e-mail address should convey a professional image. You should consider using your Georgetown Law e-mail account for all job search correspondence. Include your e-mail address on your resume and be sure to check this account frequently. Try to avoid using e-mail accounts that you also use for non-work related activities. Create a new e-mail account if necessary.
- If you refer to an attached cover letter and resume in an e-mail, remember to attach the documents. Give each attachment a name that identifies both the author and the type of the document. Attach the final document, not a draft.
- Address the recipient using a professional salutation, such as “Dear Ms. Smith.” Do not use a given name unless the recipient requests that you do so.
- Avoid adding employers to your address book so that you do not accidentally send them an inappropriate message. Keep e-mail addresses in files that document your correspondence and relationships with organizations, firms or contacts.
- Although sending a thank you note through e-mail is acceptable, some employers still prefer to receive a thank you note by regular mail, especially on those occasions which call for special follow-up. How do you determine when it is appropriate to e-mail a thank you note? You should first consider how much of your communication to date has been by e-mail. If you are uncertain whether an employer is “e-friendly,” send a hard copy. If you do e-mail a thank you note, it must be well-written, error-free, courteous and sent to the appropriate person at the correct address. If you feel that you owe thank you notes to several people within an organization, take the time to send each an individual message, not a “cc.”
- Note that many federal government agencies either do not accept regular mail or route their mail through remote security facilities, sometimes adding to delivery time.
- When sending application materials by e-mail, we recommend that you convert your resume into PDF format so that you know how it will be received. You may want to consider e-mailing yourself your application packet to see how the documents appear when e-mailed. Also pay attention to whether the employer is requesting a scannable resume; if so, use scannable fonts and searchable keywords and make sure your document is scanned as a document and not as an image file (typically file sizes will be smaller).

Additionally, we suggest that you also observe the following guidelines:

- Remember that e-mail used in conjunction with a job search should follow the standards used when crafting any other business document.
- Use correct spelling, punctuation and the grammar rules that you apply when drafting any other letter.

- Always use sentence case. Do not use all CAPS because it looks as if you are shouting at the reader. Also avoid using all lowercase letters, which looks too laid-back and sloppy.
- To keep a record of the e-mail you sent to a potential employer, we recommend that you blind copy yourself as a Bcc and keep these e-mails in a folder dedicated to your job search matters.
- Use the subject field wisely. If you are contacting someone that does not know you, please make sure you choose an appropriate subject message. (For example: “Tax Associate Application”.) Also remember that spell-check does not review the subject field of an e-mail.
- Use a signature block that includes your contact information. This will be useful in case the person you are contacting needs to reach you for a follow up conversation. Include your mailing address and your current phone number. Make certain that you have a professional sounding voice mail on the phone number you provide.
- It is recommended that you send PDF files of your resume and any other application correspondence to any potential employer. The latest versions of Microsoft Word and other word processing programs allow you to save your document in PDF format or you may search for “print to PDF” software online. Once converted, always print them at least once to make sure there are no formatting issues.

11. Things to Avoid in Professional E-mails

- Do not request “Delivery” and “Read” receipts. This will almost always annoy the recipient of the e-mail. To turn off the request for “Delivery” and “Read” receipts, click on **O**ptions in the toolbar when you are composing your message and uncheck the boxes under Tracking Options.
- Avoid marking your e-mail “URGENT” or “IMPORTANT” in the subject line or with an exclamation point icon in Microsoft Outlook.
- Do not expect an instant response. Remember that the recipient is likely to be a busy person, who is not sitting in front of his or her computer waiting for you to send them an e-mail or an application.
- Avoid using wallpapers, multicolored backgrounds or fancy fonts in e-mails. Keep your e-mail neat and simple.
- Do not write anything in an e-mail that you would not want to see on a blog or in a court of law. Remember that e-mails can be forwarded and can be read by the world at large! **Every time you put something into an e-mail, remember that any recipient may hit “forward.”**
- Do not send sensitive (usernames and passwords), confidential (social security or credit card numbers) and/or damaging information in an e-mail.

OTHER APPLICATION MATERIALS

I. WRITING SAMPLES

All of your job application documents should be carefully drafted, edited and revised with the goal of delivering a polished and professional package of materials to the potential employer. Each of your written documents serves as an informal “writing sample” for prospective employers. Errors in any of these materials will often result in a speedy rejection.

The formal writing sample itself should be approximately 5-10 pages long, should highlight your legal research and writing abilities and should be a carefully polished, error-free piece. While most employers do not require a writing sample initially, they will inevitably want a strong example of your legal research and writing abilities at some point in the recruiting process.

A writing sample is a document that demonstrates your research, writing and analytical skills in a technical legal area and your ability to write well in English. You can submit a writing sample that is not in the area of practice to which you are applying, but it should nonetheless illustrate the skill set relevant to the position. For example, if you are applying for a tax associate position, a writing sample on a technical corporations or banking law issue would be acceptable, but a writing sample focusing on a human rights issue is not ideal.

The ideal writing sample is the first 5-10 pages of a research paper you prepared for one of your Georgetown Law classes. If you have a lengthy writing sample, you should select an appropriate excerpt. This needs to be self-contained, and it should generally include some factual background, some legal analysis of case law or regulation and some form of conclusion. Other acceptable writing samples include an expanded and polished take-home exam paper or an answer to an in class exam from one of your Georgetown Law classes (for either, include the exam question and your grade on the exam).

You may also provide a research memorandum prepared by you for your previous employer. Remember that, in this case, it is essential to obtain permission beforehand. You should also redact names and other identifiers, and you should discuss this with your previous employer before you submit the piece as your writing sample. You may also need permission from the client. Just remember that a writing sample should be your own work, not the work of others at your previous employer.

Whatever writing sample you select, remember to attach a cover page that includes:

- A description of the document’s use when you drafted it.
- A statement ensuring that it is your own work.
- If it is a Georgetown Law research or exam paper, the grade you received for it and the exam question.
- If it is a research memorandum from your previous employer, a statement that you obtained permission before providing it and, ideally, the name and contact details of the partner who granted that permission.

Sample language might be along the lines of:

“These are the first 10 pages of a research paper that I completed in the fall 2016 semester of my Georgetown Law LL.M. degree. I prepared it for a Comparative Consumer Protection Law Seminar with Professor William Vujovic and I obtained an A as the grade. It is solely my own work and Professor Vujovic indicated that it is worthy of publication.”

“This writing sample is based on a take-home exam that I wrote in December 2015 for a course I took in the fall 2015 semester of my Georgetown Law LL.M. degree. It was used by Professor Susan Bloch as the assessment for her class on Constitutional Law II: Individual Rights and Liberties. I obtained an A- grade on the exam. I have expanded the answer and attached a copy of the exam question. It is solely my own work.”

For an example of a writing sample cover page, please refer to **page A-95 in Appendix F**. It is not necessary to produce the writing sample until requested by the employer. Often employers do not request writing samples until after the first interview when they have decided that they are considering you for the position. We recommend, however, that you take several copies of your writing sample to each interview just in case the interviewer asks for it.

It is important to reiterate that all of your written materials serve as “writing samples” for prospective employers. Your resume, cover letter, thank-you note(s), reference list and formal writing sample should all be carefully drafted, edited and proofread. Typographical, spelling or grammatical errors in any of these materials will often result in a speedy rejection.

Frequently Asked Questions About Writing Samples

- **What should I do if I do not have an appropriate English language writing sample?** You can consider using a first draft of your paper for your legal research and writing class. While you may not have gotten feedback on the substantive points of your draft, you can review it carefully yourself to ensure that it represents your best self-editing. Make sure the document is accurate and free of all typographical errors, grammatical and spelling errors and other mistakes.
- **Why do employers request a writing sample as part of a job application?** Employers request a writing sample to evaluate your research, writing and analytical skills. This request is not just to assess your ability to write in English; employers request writing samples from both native and non-native English speakers.
- **How recent does the writing sample need to be?** A writing sample should be no more than about two years old. If you are a student who enrolled in the LL.M. program immediately after completing your J.D. or first law degree, an English-language writing sample drafted in the final year of your J.D. or first law degree program would be appropriate. Note that substance and type of document are important, too; for example, a three-year-old document that is precisely on point for a specific employer should not be ruled out simply because of its age.

- **Is a published law review article an appropriate writing sample?** Yes, so long as it is primarily your own work, and you can explain in the cover sheet the editing process you went through.
- **What if the writing sample is not completely my own work?** You can still use it, but you will need to clearly disclose if the writing sample is not completely your own work. A writing sample that is not entirely your own work is not ideal, but in limited circumstances it may nonetheless be appropriate. For example, you may be applying for a litigation associate position in the securities area and wish to provide a court brief from a recent landmark case that you prepared on a largely unsupervised basis. You can also submit an excerpt from a longer, collaborative piece if the excerpt was your own work.
- **When do I present the writing sample to an employer?** Do not produce the writing sample until requested by the employer. Often employers do not request writing samples until after the first interview when they have decided that they are seriously considering you for the position. We recommend, however, that you take several copies of your writing sample to each interview just in case you are asked for it.
- **Should I bind the writing sample if I am taking it to an interview?** No. It is acceptable just to staple the writing sample.
- **Should I print the writing sample on high quality paper?** No. Regular white paper is acceptable.
- **Should I send my writing sample by e-mail?** Yes, if it is requested and you are sending the rest of your materials in this way. You should convert the document into a PDF file and then attach it to the application e-mail. Additionally, you should always remember to take copies of your writing sample with you to an interview.
- **Should I include footnotes or endnotes in my writing sample?** Yes. In particular if you are supplying only a portion of (6-10) pages of a lengthy paper with endnotes, then you should include the relevant pages of endnotes too.
- **Will the Office of Graduate Careers review my writing sample?** No, the Office of Graduate Careers does not review writing samples. If you have participated in Language Center trainings, the Language Center will assist you with your writing sample. You can find out more about the Language Center's requirements by visiting its website. the Office of Graduate Careers can discuss with you how to choose a writing sample.
- **How do I make sure there are no typos or grammatical errors in my writing sample?** Besides spell-checking the document, we recommend that you print it and look at it in hard-copy format. It might also be worth leaving the document for a few days and then revisiting it, or asking a friend to read it through to check for typos. Employers have told us that some students do not take writing samples seriously enough, and that they have rejected candidates who are otherwise strong because their writing samples contained typos and errors.

II. TRANSCRIPTS

Most employers will ask you to send copies of both your J.D. or first law degree transcript and LL.M. transcript. While enrolled at Georgetown Law, you do not have an official LL.M. transcript until you graduate; however, you can print an unofficial transcript from [MyAccess](#). You can create a PDF version of your unofficial transcript through MyAccess. Go to the “Student” tab, click on “Student Records” and then “Academic transcript.” Select “Law Center” and then select “PDF.” Typically, an unofficial transcript is sufficient unless an employer specifically requests an official transcript.

For more information regarding official Georgetown Law transcripts, please visit the Registrar’s Office’s website. **Never** alter any of the information in your transcript before printing. Also, when submitting transcripts as application materials for job opportunities, you do not need to include original versions; a copy will suffice. Remember, however, to take original copies of all these documents to your interviews.

It is recommended that you not provide transcripts until the employer requests them. Such a request usually occurs after your first interview. However, you should take copies to your initial interview so that you can look well-prepared just in case the interviewer asks for them during the interview.

III. REFERENCES

1. Who Are Your References?

References are people who know you professionally, academically or personally and who can recommend you for an internship, externship or a job. Law school professors and employment supervisors are some examples of good references. Try not to list family members or social acquaintances.

Make sure that your contact records are correct and that you have the accurate title and spelling of the names of the individuals you are listing as references. Keep the references informed as you go about your job search, and always remember to contact the individuals and ask their permission before you list them as references. This will give your references time to think about your skills and qualifications and be prepared to talk about them when contacted by the potential employer.

2. Rules When Selecting References

Before you list anyone as a reference, be sure to contact that person in advance and ask for his or her permission to be listed as your reference. Let him or her know:

- What job you have applied for
- What skills and/or accomplishments you would like him or her to emphasize
- Who will be calling

It is recommended to list references from more recent positions. No more than three or four work or academic references are necessary. A mix of professional and educational references is ideal. You may also include copies of letters of recommendation you brought from your home country (include an English translation).

3. How to Prepare a Reference Sheet

References should appear on a separate sheet of matching resume paper. At the top of the page, include the same header you used for your resume. For each reference, list the person's name, title, organization where they are currently working, mailing address, telephone number, fax number (if applicable) and e-mail address. If possible, note their preferred method of contact. If there does not appear to be a connection between where your reference is working currently and where you have worked in the past (e.g., you are listing a partner who supervised you while you were an associate at the same firm but the partner has since changed positions), note the capacity in which your reference knows you.

You should be ready to provide your potential employer with a list of references at the time of the interview, even if they have not previously requested it. However, do not offer it unless and until it is requested. For an example of a reference sheet, please refer to **page A-94 in Appendix F**.

INTERVIEWING SKILLS, OFFERS AND SALARY

I. AN OVERVIEW ON INTERVIEWS

An interview is a conversation between two or more people, the interviewer(s) and the interviewee, during which questions are asked by the interviewer(s) to obtain information from the interviewee. The most common type of interview for assessment is a job interview between an employer and an applicant. The goal of such an interview is to evaluate whether a potential employee has the social skills and intelligence suitable for that particular workplace environment.

There are some interviewing standards for candidates for legal positions:

- **Self-promotion:** The interviewer will expect you to be assertive and to display enthusiasm and confidence in openly discussing your goals and accomplishments.
- **Directness in Communication:** You will be expected to give open and direct responses to the interviewer's questions. Eye contact with the interviewer and a relaxed but professional posture are appropriate. The interviewer will probably ask for personal descriptions of your experience, hobbies, strengths and weaknesses. You may also have to answer questions about your personality—for example, your leadership style.
- **Informality in the Interview Process:** The interview environment is often quite congenial, but you should follow the lead of the interviewer in terms of formality. A free exchange of information is acceptable.
- **Punctuality:** You should arrive five to 15 minutes before your appointment.
- **Research on the Organization:** You should obtain as much information as possible about the job and organization before the interview and demonstrate an awareness of the organization's specific needs and expectations in your cover letter and during your interview.

II. PHASES OF AN INTERVIEW

Most interviews take place in the following three phases:

1. Greeting

The greeting portion of an interview will establish rapport and set the tone for the entire interview.

Follow these simple rules:

- Introduce yourself to the receptionist in a warm, professional manner. In some offices, every employee's opinion counts, so do not act like anyone is beneath you. If the receptionist asks if he or she can get you anything, make sure to say please and thank you.
- Extend your right hand to shake each interviewer's hand and make sure to establish eye contact. A firm, professional handshake is a necessity. If done poorly, a handshake can speak volumes to an interviewer.
- Make every effort to relax and be pleasant and positive in this small talk phase.
- Wait for the interviewer to invite you to sit down before you choose your seat. Pay attention to the way you sit and maintain good posture throughout the interview.

- If you brought any materials to the interviews, such as an updated resume, requested transcript or writing sample, you can offer these materials to the interviewer at the beginning of the interview.

2. Discussion

During the discussion phase of the interview, you and the interviewer will exchange information in an effort to determine the fit between the organization's or firm's needs and your background. Your ultimate goal is to convince the interviewer that your qualities and skills match the values and needs of the organization or firm.

When you are asked about your personal or professional qualifications, do not answer with dry lists of your talents and skills. Instead, try to answer with "success stories" or anecdotes that illustrate those talents and skills.

Follow these simple rules:

- Stay engaged and interested in the conversation. Remember, the interviewer is looking to see if you are someone he or she would be interested in working with every day.
- Listen attentively to the interviewer(s). Do not interrupt, but once you have the floor, be sure to sell yourself and do not be shy.
- Prepare and practice so you can turn the discussion toward pertinent topics of conversation that will emphasize your particular strengths.
- Ask relevant questions you have prepared for the interviewer(s).
- Be enthusiastic and positive. Try not to answer questions by simply saying "yes" or "no." Elaborate by giving specific examples of your skills and credentials.
- Make eye contact when you answer questions.
- Always remember that it is not appropriate to ask about job benefits, such as salary or vacation, unless the interviewer raises the issue or until you have an offer.

3. Closing

Make sure to end the interview with the same skills you have been using throughout. Do not leave the interviewer with a negative impression by ending the interview awkwardly.

Again, follow these simple rules:

- Thank the interviewer(s) for his or her time. Shake hands.
- Feel free to re-emphasize your interest in the organization or firm and ask about their timeline for making a final decision.
- Ask if there is anything else you can provide, such as a list of references, background information or writing samples.
- Before you leave, request a business card from each person with whom you met. At a minimum, make sure that you know each individual's name and proper spelling. This information will be important when writing and sending your thank you notes.
- Ask the interviewer(s) how he or she would like to be contacted in the future (via e-mail, phone, etc.).

- You may also want to take this opportunity to bring up any positive highlights that you may not have been able to address earlier in the interview.
- Immediately following the interview, take a few moments to make notes on specific information or general impressions you had about the interview/organization/interviewer(s). This will be valuable when trying to make a final decision.
- Always send a thank you note to each interviewer shortly (within 24 hours) after the interview.

III. VIRTUAL INTERVIEWS

Legal employers are increasingly using telephone or videoconference (“virtual”) interviews as a cost-effective way to screen applicants before or instead of committing to the time and cost involved in arranging an in-person interview. Additionally, during the continuing COVID-19 pandemic, many employers have moved to virtual interviews in compliance with public health guidelines limiting in-person gatherings. Like interviews conducted in-person, employers use these types of interviews to confirm information provided on an applicant’s resume and to assess a candidate’s personality, communication skills and interest in their organization.

Your goal in a virtual interview is to convince the employer that you are a desirable candidate who should be included in the next round of interviews or a desirable candidate who should be hired. It is extremely important that you treat a virtual interview as seriously as you would an in-person interview. With that in mind, this Career Manual provides tips and techniques to prepare you for successful virtual interview.

1. What to Do Before Your Virtual Interview

Scheduling the Interview

If your target employer has requested a virtual interview, your first step is to schedule the interview, just as you would do for any other interview. You should pick a time that is convenient for you and a location that has no noise or other distractions (for example, a quiet room with no television in the background or noise from street traffic). You will want to be able to hear the employer clearly (and vice versa), so we recommend that you pick a private location where you can focus solely on the interview taking place.

Telephone Interviews

To keep noise interference to a minimum and to ensure that you will not lose your connection, we recommend that you conduct any telephone interview using a landline, as opposed to a mobile phone, since it may be an unreliable connection. Using a land line also forces you to stay in the same physical location, which helps you to avoid distractions.

Although most telephone interviews are scheduled in advance, an interviewer may call you without any advance notice and ask whether they may interview you at that moment. You should do so only if you feel completely prepared for the interview. We strongly recommend that you ask to schedule the interview for a later time when you are fully prepared and in a private, quiet location with access to a land line. It is perfectly acceptable to affirm your interest in the employer but request to schedule the interview for another time. If you ultimately decide to take the call at that moment, at least ask to put the interviewer on hold for a few seconds so that you can take a deep breath, gather your thoughts

and focus on what you are about to say.

Once you have scheduled a time and location for your virtual interview, you should ask whether you or the interviewer will be making the call. Ensure that you have the interviewer's telephone number, and vice versa. Make sure you clarify the time zone and the area code to avoid delays at the time of the interview. You should also ask whether any other individuals will be participating in the interview and obtain their telephone numbers as well. Finally, you should ask approximately how long the interview is expected to last. This will ensure that you have allotted enough time for the interview on the scheduled date.

Videoconference Interviews

As with phone interviews, you want to make sure you have a good connection and you are in a quiet, private location. However, you must additionally need to be mindful of your setting. Try a trial run of your camera location to see what is showing up around you on the screen and adjust the camera position and angle of the camera to limit what is visible.

An interview over video requires the same proper attire as you would wear for an in-person interview. While it may be tempting to wear something less formal on the bottom of your body thinking it would not appear on camera, you should err on the side of caution and wear the same interview outfit you would have worn in person, lest you unexpectedly have to stand up during the interview (e.g., to adjust a light or address noise from the next room). Additionally, being fully professionally dressed will get you in an interview mindset.

While most of your preparation for virtual interviews would track the research you would do for an in-person interview, one unique drawback of the videoconference interview is the inability to make effective eye contact with your interviewers. Remember that in order to make eye contact during a videoconference, you must do so with your computer camera and not by looking at the person's face on your computer. Think of the camera as the eyes of the interviewer and focus on ways you can make eye contact with the camera as naturally as possible.

Please refer to our guidelines on using Zoom on **page 40** for more information on effective videoconference presentation.

Whether you are conducting a telephone or a videoconference interview, we suggest that you memorialize the assigned details in an e-mail to your contact at the employer. Your confirmation message may be as simple as follows:

EXAMPLE

"I look forward to speaking with Mr. Smith and Ms. Hurt via teleconference on Monday, September 15, 2016, at 9:00 a.m. EST. I will be available at (202) 524-8925 at that time, and I will wait for their call. Should there be any difficulty in connecting at the assigned time, I will call you at (202) 481-4635, Mr. Smith at (202) 481-4644, or Ms. Hurt at (202) 481-4833. Thank you again for considering me for an associate position, and please do not hesitate to contact me if I can provide any further details between now and the interview."

Print a copy of that confirmation for your records, and have it within easy reach at the beginning of your interview.

Preparing for the Interview

Some candidates make the mistake of viewing a virtual interview as being less formal or less important than an in-person interview. This is simply not the case. Prepare for your virtual interview as you would prepare for an in-person interview!

You should learn as much information as possible about the employer and interviewer(s) prior to a virtual interview, as we detail later in this Career Manual.

1. Prepare Your Materials

One benefit to a **telephone interview** is that you may refer to printed materials during the interview. In addition to any research findings you would like to have on hand regarding the employer, you should also create reference materials for yourself.

Review your resume in light of the information you have gleaned about the employer, and create a bulleted list of the accomplishments you would like to highlight and key themes you would like to emphasize during the interview. Be sure to consult your research and the job posting (if any), so that you can address the stated needs of the employer. You may also wish to include key words that you could use in response to anticipated interview questions. For example, if you think an interviewer might ask you to identify your strengths, you could identify the key words “team player; organized; efficient” on your bulleted list. Some candidates also wish to include a list of representative transactions or cases for easy reference. Be sure that your list is organized and that you are extremely familiar with the content. You do not want to waste time during an interview scanning your documents for the right words to say or noisily ruffling through piles of paper! **This is not a script—it is simply a tool to help jog your memory during an interview should you need it.**

You should also use this opportunity to devise a list of questions that you would like to ask the employer during the interview. You may wish to organize this list of questions by topic for easy reference during the interview.

Other materials that you should have available during a telephone interview include:

- A list of the interviewers and their contact information;
- An updated copy of your resume;
- A copy of the cover letter you submitted for the position;
- Updated copies of your transcripts (J.D. or first law degree and LL.M.); and
- A copy of the writing sample submitted for the opportunity.

If you are conducting a videoconference interview, you should treat it the same way that you would treat an in-person interview, which means that you should **not** refer to any printed materials during the videoconference.

2. Prepare Your Interview Space

As mentioned above, you should conduct your virtual interview in a quiet, private space that enables you to focus exclusively on the interview at hand. For telephone interviews, it is important that you use a land line so that both you and the interviewer can be heard clearly. To minimize distractions, we suggest that you do not sit in front of a computer screen during a telephone interview.

Some candidates find that sitting at a desk or table puts them in a professional mindset for a telephone interview. Be sure to clear your workspace of all unnecessary items, so that you may focus all of your attention on the interview taking place.

The only “necessary” items you will need at your interview space are:

- A pen and paper to jot down notes during the telephone interview;
- A glass of water within easy reach;
- Printed copies of any employer research; your bullet-point list of accomplishments; key questions to ask the employer; your application materials (resume, cover letter, transcripts and writing sample); and the names and contact information for your interviewers and, if possible, pictures and biographies of each interviewer;
- A calendar or your day planner, so that you may schedule any follow-up interview; and
- A clock or watch to make sure you keep track of the time.

If you are conducting a videoconference interview, you should ensure that your interview space is entirely free of clutter. You do not want the interviewers to be distracted by a mess in the background. Again, you should treat a videoconference similarly to an in-person interview, which means that you should not refer to printed materials during the interview. However, you may have a glass of water within easy reach. You may also wish to have a telephone nearby, in case you need to call for technical assistance. Finally, we recommend that you test out the interview space before the actual interview time and date. This way, you can make sure you are seen and heard clearly, and you can troubleshoot any problems beforehand.

3. Prepare Yourself

The final preparation step is to ensure that you deliver a positive and professional interview performance, whether by telephone or by videoconference.

a. Practice Makes Perfect

During a telephone interview, your most important tool is your voice. You must convey a clear, confident and professional tone. We suggest that you ask a friend or colleague to conduct a mock interview over the phone, so that they can give you feedback on how you sound before the interview. Since you will not be able to see the interviewer’s facial expressions or body language, you should get comfortable answering an interviewer’s questions without seeing a physical response.

Some candidates report that it helps to look in a mirror while practicing their responses for a telephone interview. Believe it or not, your facial expressions affect how your voice sounds. Watching yourself in the mirror allows you to monitor your expressions and gauge the effect they have on your tone of

voice. If you speak while smiling, you will probably go a long way toward conveying enthusiasm for the position. This will also help you prepare for a videoconference interview, as you will get a preview of what the interviewer will see through the video lens.

Similarly, you will want to practice sitting up straight. Good posture can help you project a confident tone over the telephone, and it conveys a professional image in a videoconference. Some employers suggest leaning in during a videoconference interview to show your engagement. For both styles of interview, imagine that the interviewer is right in front of you when practicing. It will make for a more polished performance during the actual interview.

Candidates conducting a videoconference interview may wish to familiarize themselves with the videoconference technology prior to the interview. If this is not possible, you should at least practice answering interview questions in front of a friend or colleague, so that they can give you feedback on your tone of voice, facial expressions and mannerisms. Remember that even if your interviewer is not present in person, he or she will be able to see you clearly on screen, so you should definitely practice your visual performance.

b. Prepare Your Attire

A virtual interview is a formal interaction with a potential employer. Therefore, it is important to dress in a professional manner, even if the employer is not physically present in the room. You should wear a suit for a videoconference interview, exercising the same discretion as you would for an in-person interview. Remember that the interviewer will be able to see you on-screen just as if you were in the office. You should carefully consider the color of your clothing (for example, white is often too bright on screen, whereas black may cause your face to appear overexposed). Patterns should be avoided, as they may be distracting on screen. Ensure that your suit is clean and well-tailored and choose a simple hairstyle and accessories so as not to detract from your interview performance.

It is less important to dress formally for a telephone interview. However, some candidates have reported that wearing professional attire during a telephone interview helps them convey a professional tone when speaking.

c. Always Expect an Employer's Call

Once you have sent out application materials, you should always be prepared for an employer to call. This means that you should always answer your telephone with a professional and courteous greeting, as you never know who might be calling. In addition, you should ensure that the outgoing message on your voicemail sounds professional and that you check your messages frequently. You do not want to set an unprofessional tone before your interview even begins.

2. What to Do During Your Virtual Interview

Starting the Interview

On the day of the interview, you should be present in your chosen location and prepared for the interview at least five minutes prior to the scheduled time. Close the door and make sure that you will not be interrupted. If you are participating in a videoconference interview and you are unfamiliar with the technology, you should allow yourself at least 15 minutes to ensure the equipment is in good

working order.

Briefly review your research notes. You should also warm up your voice so that you deliver a smooth performance. In addition, you may wish to roll your head and shoulders, shake your legs and flex your toes in order to energize your body. Just before the interview begins, close your eyes and take three deep breaths to focus. Then, open your eyes, smile, and wait for the call or video link-up.

If for some reason you are unable to connect with your interviewer at the appointed time, you should leave a professional voicemail message for that person asking whether it is possible to reschedule the interview. Be sure to include your contact telephone number and e-mail address on the voicemail message. Be in a position to check your e-mail inbox easily so you can catch any last-minute e-mails with changes to your interview method or schedule.

Do's and Don'ts of Virtual Interviews

- **DO** begin a telephone or videoconference discussion by asking whether the interviewer can hear (or see) you clearly. You should let the interviewer know immediately if there is any problem on your side. Do not let the technology cause you to lose focus on your presentation—address any technical difficulties before you proceed with the interview.
- **DO NOT** use the speaker phone feature during a telephone interview. Your voice can fade in and out depending as you shift your body around, and it can also distort how your voice sounds to the interviewer and pick up unintended background noise.
- **DO** speak clearly, making an effort to articulate each word. Aim to speak in concise, complete sentences. If you are conducting a telephone interview, you should keep your mouth about one inch from the mouthpiece. If you are conducting a videoconference interview, you should not hover over the microphone but should keep it at a comfortable distance.
- **DO NOT** multi-task during an interview. This means that you should not check your e-mail, file your papers, look out the window or pet the dog. Your attention should be focused completely on the interview.
- **DO** take notes of all major points made during a telephone interview, including any difficult questions you encountered. This will help keep you focused and will prepare you for future interviews.
- **DO NOT** put the interviewer on hold to answer any incoming calls—let them go straight to voicemail or ask a secretary to hold your calls (if you are at work), and ignore any call waiting alerts.
- **DO** vary your tone of voice during a virtual interview, as this will help you convey your interest in the position and will assist in developing a rapport with the interviewer.
 - One effective technique is to attempt to match the interviewer's tone and delivery.
 - Remember that you must at all times keep this a formal communication. Do not let your professionalism slide just because you are not physically in front of the

interviewer.

- **DO NOT** fidget during a virtual interview. Keep your feet flat on the floor and, for a videoconference interview, try to minimize your gestures, as they can appear amplified on screen. Sudden or rapid movements may also create a visual blur that distracts from what you are saying.
- **DO** avoid uncomfortable pauses on the telephone by being prepared to ask questions that will fill the silence. Try to ask a question related to a recent answer that you gave.
 - For example, if the interviewer just asked you about your leadership qualities and your response is met with silence, you could follow up with the question, “Do you envision an incoming associate to take a leadership role on projects, or is this something that develops over time?”
 - This enables you to learn more about the position and fills up any uncomfortable silence, re-starting the conversation.
- **DO NOT** use profanity or slang. You should not use any language over telephone or videoconference that you would not use at an in-person interview. Keep your conversation professional and do not let your guard down!
- **DO** be prepared for time lags or other synchronization problems during a videoconference interview. These are common, but you can take steps to minimize any distracting effect.
 - For example, you should pause before answering each question to be sure the interviewer has truly finished asking the question.
 - Similarly, you should pause after completing your answer, so that the interviewer knows you have finished responding.
 - In addition, you should nod slowly rather than responding “yes” while an interviewer is talking, to indicate that you are listening without interrupting the remarks.
- **DO NOT** eat, smoke or chew gum during any interview—in-person, on the telephone or via videoconference.
- **DO** be careful not to speak at the same time as the interviewer (this can be challenging during a virtual interview when you are not face-to-face). Remember that the interviewer is ultimately in control of the conversation, and politely apologize if you have inadvertently interrupted their remarks.
- **DO NOT** talk about salary/benefits/compensation if your virtual interview is a screening interview (the first interview you have had with the employer). These discussions are best held once an employment offer has been made.
- **DO** turn off or put your cell phone on silent mode if it is near you.

Closing the Virtual Interview

Once the interview appears to be winding down, you should take the opportunity to reiterate your qualifications and interest in the position.

EXAMPLE

“I really enjoyed speaking with you today, Mr. Smith. I believe that my experience as a tax associate with XYZ Firm ideally prepares me to serve as your general counsel. I would appreciate the opportunity to continue this conversation in-person, so please let me know what the next steps might be.”

At the end of the conversation, you should confirm any requests that the interviewer made during the interview (for example, if the interviewer requested that you e-mail your list of references, you should remind the interviewer that you will send the list of references). Be sure to thank the interviewer at the end of the conversation and leave with a polite goodbye.

3. What to Do After Your Virtual Interview

You should always send a thank you note following any interview, whether it is conducted in-person, by telephone or via videoconference. Please see the sample thank-you notes beginning on **page A-88 in Appendix E** for examples.

IV. CALL-BACK INTERVIEWS

If, after an initial screening interview, you have gotten an invitation to visit the employer at their offices and meet with additional interviewers (a “call-back”), you should go into the interview with confidence that you have passed the employer’s first hurdle. Usually call-backs can occur anywhere from 24 hours to up to three weeks after an initial interview. Students at some interview programs have even been asked to come back during their preliminary interview, although this is unusual.

Because you may be expecting phone calls from employers after initial interviews, you should always have a professional sounding voicemail message on the phone number you provide to employers on your resume. Once you receive the message, you should promptly call the contact person (who usually calls to schedule the call-back) and thank him or her for the opportunity to meet with the organization or firm once more. Even if you are not ready to schedule the call-back at the time you call, you should not wait any later than a day to contact the organization or firm. If you are declining a call-back, you should politely call the organization or firm, but also decline in writing with a brief e-mail.

When calling to schedule a call-back, you should have several dates and times available. Try to avoid scheduling more than one call-back a day. Sometimes call-back interviews may run over and you do not want to appear to be watching the clock constantly; it could be perceived by the interviewer as a sign of indifference. It is perfectly reasonable to ask the contact person the names of the individuals with whom you will be interviewing (although in some instances, he or she will not know all of the interviewers until the day before the call-back); how long the interview will take; and if any meals are included (which will be paid for by the potential employer).

If you have any dietary restrictions, this is the appropriate time to let your contact person know. If

you would prefer not to have a meal during the interview, you should try to schedule an afternoon interview, which reduces the likelihood that a meal will be involved. Obviously, you should not order alcohol at lunch, even if the other partners and associates do. It is reasonable to have a glass of wine with a dinner meal, if the interviewers order one first. You should not order something very expensive and you should order something that will not fall apart or be messy in eating.

During the call-back, be consistent with your answers to the various partners and associates with whom you may meet. It is reasonable to pose the same question to several lawyers; or, you may think of new inquiries based on answers to previous questions to another lawyer. However, you should be aware that the attorneys may discuss their interviews with you amongst each other, so you should at least slightly vary the questions that you ask them.

Keep receipts of all expenses you may incur during the call-back (lodging, transportation, meals, etc.). At some organization or firms, they will make the travel arrangements and accommodations for you directly so that you do not pay out of pocket. Alternatively, you may be reimbursed after initially paying for the transportation or hotel. If you are scheduling more than one call-back during the trip, you should inquire with your contact person as to how the firm or organization would like to handle reimbursement.

What to expect in call-back interviews:

- Expect to meet with at least three or four attorneys, representing a variety of experience levels.
- Expect each interview to be about 30 minutes or more in length.
- Expect and be prepared to discuss everything and anything, ranging from papers you have authored, courses you have taken, cutting-edge issues in your practice area, specifics related to past work experience, your hobbies, etc. Remember that anything on your resume is fair game, as are questions about your future aspirations.
- Expect to ask meaningful questions about the organization or firm and your practice area.
- Expect to go out to lunch with several associates who will each be writing an evaluation of you. Keep in mind that they already have a job and you do not. While the lunch may appear on its face to be a casual social event, it is not. Be sure to be cautious in your demeanor with everyone in the organization or firm. The lunch is part of the job interview process and should be treated accordingly. The remarks of your luncheon partners and comments about your behavior and conversation during lunch will be reported back to the hiring committee.

During the continuing COVID-19 pandemic, public health guidelines may limit travel, especially travel between states. Employers may choose instead to conduct call-back interviews virtually as well. Similar to virtual interviews in the screening round, employers will use a virtual “call-back” to assess a candidate’s personality, communication skills and interest in their organization, based on how well the candidate would integrate into the organization, based on evaluation by more interviewers at various levels in the organization. Virtual second-round/call-back interviews may consist of three to five back-to-back interviews. It can be a long day of screen time. Be prepared with water, quick snacks and easy access to your notes in between interviews to stay focused and fresh. Some employers also offer virtual coffee chats or happy hours for candidates to meet other attorneys during second-round interview days. Conduct yourself with the same level of professionalism that you would at in-person events.

V. PREPARING FOR AN INTERVIEW

Interviewing is not an innate skill. It can be learned and improves with practice. The key elements to a successful interview are not your experience, your grades, what classes you took or your extracurricular activities, as you were granted the interview based on these factors. Instead, interviewers seek to evaluate your preparation and presentation.

1. Engage in Self-Assessment

In order to set yourself apart from the rest of the candidates, you may want to conduct a self-assessment based on your unique strengths and a “what you can do for them” approach. You will be able then to briefly and concisely outline the skills and credentials that make you a good candidate for the position.

Introspection is often the first step. Get to the point where you can clearly articulate your goals, your successes, your strengths, and your challenges because only then will you be able to communicate to others what you want and what you have to offer. Once you have a firm grasp of your values and competencies, you will be in a better position to consider the specific interests, skills, and experiences that will be relevant to a particular position for which you are interviewing. To begin, start by asking yourself the following questions, then try to identify the similarities between what the position (or employer) offers and what your larger preferences or goals are.

- What do I want to do with my LL.M. degree?
- Why did I pursue an LL.M. in _____ (Tax, Global Health Law, International Business and Economic Law, etc.)?
- (For foreign-trained LL.M students) Why did I come to law school in the United States?
- What do I want to do in my career?
- What do I want to achieve from my working life (e.g., financial success, achievement, recognition, personal fulfillment or satisfaction, autonomy, etc.)?
- What type of work-life balance do I wish to have? How important are quality of life factors in my career decisions?
- What skills do I have, enjoy using and want to develop?
- What are my professional strengths and weaknesses?
- What types of employers and organizations interest me?
- Where do I see myself in five years?
- What specific praise have I received from my superiors in previous positions?

2. Know Your Resume and Review Your Cover Letter

Although this may seem obvious, it is sometimes overlooked by students in preparing for their interviews. Students should be prepared to address **everything** listed on their resume, from a published paper to classes currently being taken. If a student is unable to discuss something, it may raise a red flag to the employer as to the entire content of the resume. Students should take a few moments to review every line of their resume and consider crafting responses to questions that pertain to certain items reflected on their resume. Be sure to anticipate difficult questions such as time gaps in the resume or lack of relevant work experience or geographic ties to the area.

Be comfortable speaking about specific legal issues if you mention them on your resume, but be sure not to violate client-attorney privilege in answering questions.

Carefully prepare an outline of the information you want to emphasize for each interview. Consider what type of substantive legal knowledge is required and make sure to outline your strengths in these areas. Review the cover letter you drafted for the opening to remind yourself of how you already addressed the following matters: Is the organization or firm seeking particular skills (e.g., a foreign language)? Do you have non-legal work experience that would be applicable? Have you worked in a similar organization or firm before? Are there any other skills or attributes that you possess that this employer would find beneficial?

3. **Research. Research. Research.**

Review all the information you can gather from the organization or firm to which you are applying, as well as anything you can find out about the position requirements and the person interviewing you. This gives you background on the organization or firm and enables you to determine what skills and experience would be most important to the prospective employer. It will also show that you are truly interested in the organization or firm.

It is critical that you bring to an interview as much knowledge as possible about the employer and the interviewer(s). Try to find out about the employer's operations, market niche and culture prior to the interview. It will help to review the employer's website, online resources, recent articles about the employer and materials that can be found in the libraries of the Office of Graduate Programs, J.D. Office of Career Strategy and Office of Public Interest and Community Service.

In addition, you must be able to articulate why you are interested in working for that particular employer. Employers want to know that you were attracted to them for specific reasons, rather than simply because they are interviewing at Georgetown Law, or because they are located in a particular city or have a position open.

Once you have sufficient information about your target organization or firm, you need to think of your strengths and credentials and how you can tie your background to the employer's.

The following resources are available to you:

- **Any Contact Who Could Give You Additional Information.** Included in this category are family, faculty members, current or former classmates, friends, *alumni* or *alumnae*, the Office of Graduate Careers and other networking contacts.
- **Directories of Lawyers and/or Organizations.** Publications such as the NALP Directory of Legal Employers, Martindale-Hubbell, the Washington Representatives and the Legal Times Directory of Legal Employers are available in the Office of Graduate Programs and in the J.D. Office of Career Strategy. Many of these directories are also available online.
- **Internet Research.** Find out if the organization or firm you are targeting has a website and social media page and read everything you can about it. However, remember that a firm's website is first and foremost a marketing tool. You can also do research on Westlaw, Lexis-

Nexis and Vault.

- **LinkedIn.** Go to LinkedIn and review the employer's company page to see what information you can find. On the company page, your connections and *alumni* of your educational institutions who work for the employer will be listed. Consider reaching out to them to find out more about the employer. Also use LinkedIn to review the profiles of your interviewers.
- **Library Research.** Depending on the organization or firm, you can also do research in the law school's libraries, as well as in the Office of Graduate Programs, J.D. Office of Career Strategy and Office of Public Interest and Community Service.
- **Other Types of Publications.** Articles in magazines, business reports, newspapers or legal periodicals can sometimes give you an overview of the organization or firm.

4. Develop a Strategy

The underlying question in every interviewer's mind is: *Why should our organization or firm hire this candidate?* The specific experiences, credentials and achievements you will emphasize need to be fine-tuned depending on the employer and the position. Just as you must tailor a resume to a specific employer, it is critical to separate yourself in an interview by focusing on the unique fit between your background and the employer.

5. Develop a List of Questions

Always prepare a list of questions relevant to the employer and the interviewer (if possible). Be careful not to ask questions that could easily have been answered by looking on an employer's website or reading promotional material. This shows a severe lack of preparation. At the end of the interview, make sure to follow up with any questions that have been left unanswered.

Having additional questions is one way to show a genuine interest in the employer and the position. The more research you do on an organization or firm, the more likely it is you will have a good list of questions. Always be prepared for the inevitable question: Do you have any questions for us? Your questions could be directed to the organization or firm itself (what types of cases can I be expected to be assigned?) or the interviewer (what does he or she like about the organization or firm?). If possible, ask questions as they arise during the course of the interview.

Remember, this is also the time that you will be making a decision as to whether this is an organization or firm where you would be comfortable and happy working. Look for compatibility between the organization or firm's goals, attitudes and needs and your own. The interviewer will appreciate you assuming some responsibility for the interview when you ask good questions and the meeting will be more comfortable, productive and engaging. This will, in turn, increase the likelihood that the interviewer will remember you.

VI. FOR RESEARCH AND YOUR QUESTIONS: AREAS OF INQUIRY

Be as prepared as possible to distinguish yourself from the applicant pool. You should consider the following factors when preparing for the interview and when developing your list of questions.

1. For Organizations or Firms

- Does the organization or firm have any formal mentoring program in place?
- Does the organization or firm have different partnership levels? Are there multiple associate hour and compensation tracks? What is the duration of the firm's typical partnership trajectory?
- What is the organization's or firm's annual billable hour expectation from associates? What are the organization's or firm's pro bono and/or client development expectations of associates? Are pro bono hours counted toward the firm's billable hour requirement?
- What is the organization's or firm's associate evaluation process? How are partnership and advancement decisions made?
- To what extent is the organization or firm specialized in your area?
- What are some of the most interesting matters on which attorneys are currently working?
- What is the growth rate of particular departments? Is future expansion a goal for the organization or firm as a whole or a certain practice area in particular? What are the parameters of any such expansion?
- How are assignments determined? What kind of responsibility can the newly hired attorney expect to receive?
- What are the general and practice area-specific ratios of partners to associates?
- How are training and development programs structured?
- Does the firm use alternate billing arrangements like fixed fee or contingent fee arrangements?
- How does the organization or firm support pro bono work? Political activities? Government service? Do many associates leave the organization or firm for government service and then return at a later date?
- What is the organization's or firm's reputation regarding associate retention and quality of life?
- How many partners started with the organization or firm as associates? What is the answer to this question for the individual practice areas in which you may be interested? (Many large organizations or firms are run like mini-fiefdoms. Therefore, and in general, it is critical to get to know the particular group to which you may be assigned.)
- Does the organization or firm support its attorneys' participation in bar and professional association activities by paying annual membership dues and/or recognizing time spent on bar activities? Does each associate receive an annual financial allotment for such professional activities?
- What is the organization's or firm's management system? How do associates participate in management; i.e., do associates serve on various firm committees? If so, how are such assignments made? Do assignments rotate each year?
- What is the client mix (public, corporate or individual)?

2. For Government Organizations and Non-Governmental Organizations (NGOs)

- What is the mandate of the agency?
- How, if at all, is this mandate changing in the current legal environment? For example, is the agency embroiled in any Homeland Security initiatives? If so, what are its hot button issues?

- Are there other government agencies with which this particular agency works closely?
- Is it common for agency attorneys to rotate between private practice and government service? Or do most stay with the agency for their careers?
- How have government layoffs affected this agency, both in the past and today?
- Does the agency have current budgetary restraints? Is a hiring freeze in effect?
- What is the agency's reputation with the public? With the legal community?
- What are some of the agency's current administrative priorities?
- What are some of its most successful programs?
- What are the career advancement opportunities within the agency?
- How many opportunities are there for attorneys to serve within the agency? For example, are attorneys employed both in the Office of the General Counsel and elsewhere throughout specific bureaus? How, if at all, do these attorneys interact within the agency's structure?
- What is the rate of attorney turnover?
- What kind of responsibility can a newly admitted attorney expect to receive?
- What type of work do agency attorneys perform; i.e., is it mostly policy work, administrative rulemaking, administrative litigation or representing other U.S. government agencies in federal court?
- Can attorneys do details to other offices? Which areas and how many do them?
- What is the management structure of the agency or department? How many attorneys does a supervisor oversee?
- What type of support system is in place for newly hired attorneys?
- How are attorneys evaluated?
- How is the NGO funded?
- Has the NGO recently released any reports of papers?
- What is the leadership structure of the NGO?

3. For Interviewer/General

- What types of cases or matters have you [the interviewer] recently worked on?
- Could you tell me a little bit about how you ended up at this organization or firm?
- Have you found your LL.M. training to be helpful and applicable in the workplace? (if relevant)
- What types of assignments are given to new associates?
- What do you expect me to accomplish in my first two to three months on the job?
- What are common attributes of your top performers?
- Would I be working individually or as part of a team?
- How are assignments distributed in this department? Do other departments use the same method?
- Could you describe the career path of people in this job/department?
- What type of training and supervision do new associates receive?
- What is the process by which associates are evaluated? How frequently are they evaluated?
- What is the management style of the organization? The department? The supervisor?
- To whom would I be reporting if I am hired? What is the organizational structure of the department?

- Is this a newly created position or a vacancy as a result of someone having left? If so, why did they leave?
- Could you describe a typical day for someone in this position?
- What does it take to be highly successful in this organization?
- Are there in-house training opportunities? Does the employer encourage and fund attendance at continuing legal education programs?
- What type of support systems are put in place for newly hired attorneys?
- Do attorneys and supervisors have an open door policy? Are they available to answer questions regarding work assignments?
- Does the firm use alternate billing arrangements like fixed fee or contingent fee arrangements?
- How is the organization or firm organized/structured/managed?
- What are the organization’s or firm’s goals for the future? Expansion? Specialization?
- How many people do you intend to hire?
- What qualities do you seek in a candidate?
- What do you like most about working for this organization or firm?
- How would you describe the work environment?
- Where are you in the interview process?
- What is your timing for filling this position?

VII. INTERVIEW SKILLS WORKSHEET

- **Make Your Case: Why You?**

Goal: Show the employer that you are the right fit for the job; you have the skills and experience to fill the needs of the employer. Consider: what can you do for them?

Task: List three to five key qualities or competencies that you want to convey to the employer and have an anecdote to illustrate each. Consult the employer’s website or job posting and our Self-Assessment questions on **page 121** to identify your skills and goals.

Skill, Strength, Experience, Competency	Anecdote

- **Selling Points: Why Them?**

Goal: Demonstrate that you are interested in this particular organization/position.

Task: Do your homework. Research the organization and the interviewer(s). Know two or three points that set this employer apart for you (e.g., expertise in a practice area, identification with their mission). Have a basis to discuss these with your interviewer.

Reason for Interest in this Employer	Source (e.g., Website, contact)

- **Ask Questions: “What questions do you have for me?”**

Goal: Demonstrate an interest in the employer by asking good questions. See **page 123** for examples for good questions.

Task: Prepare a list of a few non-generic questions:

- **Address Areas of Concern**

Goal: Assess your candidacy and anticipate challenging questions.

Task: Examine the job requirements and hiring criteria to understand where your application is not a perfect fit (e.g., lack of experience, no geographic ties) or any potential issues from your work history (e.g., lay-offs or long gaps in employment). Identify positive responses that address the concern but focus the interviewer on other strengths that will help you overcome it.

Area of Concern	Positive Response

VIII. WHAT EMPLOYERS ARE LOOKING FOR IN CANDIDATES

Successful interviewees understand an employer’s mindset and value system. The evaluation process begins before the face-to-face meeting when employers evaluate a candidate’s paper credentials (resumes and cover letters). Each employer has a discrete set of factors on which they base their evaluation of a candidate’s interview. More and more, private sector employers are concentrating on a candidate’s ability to generate business. In fact, some employers include an analysis of a candidate’s personality profile in their evaluation of the candidate. Some award points for attributes the employer has identified as belonging to successful lawyers in their organization or firm; however, most employers focus on the basic criteria highlighted herein. This section is designed to focus your thinking about interviewing by giving you more insight into the employers’ perspective.

Below you will find:

- A short list of interview evaluation topics;
- A list of sample questions in certain areas;
- Sample questions asked by interviewers from top firms, and notes concerning what the interviewer is seeking in an answer; and
- Sample questions and answers to difficult questions.

1. Typical Employer Interview Evaluation Criteria

- **Intellectual ability:** Comment on and address the candidate's intellectual ability and whether the candidate has the intellectual capacity to succeed with the organization or firm.
- **Analytical ability:** How did the candidate demonstrate analytical skills during the interview, or by virtue of his or her past achievements?
- **Commitment:** Comment on the candidate's drive. Cite particular accomplishments. Would the candidate thrive in a service culture?
- **Initiative and motivation/leadership skills:** Does the candidate exhibit the initiative necessary to contribute to the organization or firm in a meaningful capacity? Why or why not? Be specific.
- **Effective communication and interpersonal skills:** Address the candidate's interpersonal abilities and communication skills. Would the candidate be a desirable colleague? Does the candidate seem as though he or she would be effective with clients and/or opposing counsel? Why or why not?

Other common criteria include: maturity/judgment, presentation/poise and perceived interest in the employer or location.

2. Sample Interview Questions

Employers are likely to ask questions in these broad categories. Review and consider these sample questions to prepare for interviews.

Interest in Law and Pursuit of a Specialized Degree

- Why did you pursue an LL.M. after ____ (number of years) years of experience?
- Why an LL.M. in _____ (practice area)?
- (For foreign-trained LL.M. students) What are your reasons for coming to the United States to pursue an LL.M.?
- Why did you choose Georgetown University Law Center?
- Which courses have you enjoyed the most during the LL.M. program and why?
- How has your LL.M. degree prepared you to work here?
- Why did you choose Washington, D.C. for your graduate studies?
- Describe your thesis/research project/note further. (Discuss analytical skills, interest in writing, etc.)

Interest in the Particular Organization or Firm

- What do you know about the organization or firm? What do you want to know?
- Why did you apply to the organization or firm?
- Why are you interested in working for the organization or firm?
- What skills would make you invaluable to our practice?
- What type of work have you done that relates to our practice?
- What area of our practice particularly interests you?

- In your mind, what distinguishes this firm from another firm?
- Where else have you been interviewing?

Previous Work Experience

- What skills have you developed as a result of your experience?
- Why are you changing career paths now?
- Tell me how your supervisor from your most recent job would describe you.
- What would your references say about you?
- Describe the project or situation that best demonstrated your analytical skills.
- Describe a challenging situation that occurred in your past work experience.
- In what type of environment are you most comfortable (e.g., working by yourself or on a team)?
- What type of issues or cases have you worked on?
- How would you describe your relationship with prior clients?
- What have been your greatest areas of improvement in your career?
- What is the toughest feedback you have ever received and how did you learn from it?
- Why have you been out of work for so long? (if relevant)

About You

- What are the two or three accomplishments of which you are the most proud? Why?
- Describe a goal that you have achieved and how you went about achieving it.
- What is one of the most difficult things you have ever done? Why?
- What was the most useful criticism you ever received, and who was it from?
- What are your strengths and weaknesses?
- How would you describe yourself?
- What qualities do you possess that will make you a successful lawyer?
- What is the hardest part of law school for you? How do you handle it?
- What is your favorite non-law activity and pastime?
- What specific skills make you a strong candidate for this position?
- What are people likely to misunderstand about you?
- When you are in a team/group/committee setting, how often are you chosen to be a leader? Why?

Problem Solving

- Have you ever had a disagreement with a supervisor? How did you handle it?
- Assume you are an associate with our firm. How would you handle a situation in which the partner is unavailable and the client needs an immediate answer to a question?
- Describe a situation in which you encountered a problem that, at first glance, seemed to be impossible. How did you handle this situation?
- Assume you are asked by two partners to complete two assignments but only have time to do one. What would you do?

- Tell me about a time that you were in a pressure situation. Why do you think this situation arose? What, in hindsight, could you have done better in that situation?
- Describe a time when you made a mistake on a work assignment. How did you handle it?

Work Ethic

- How do you organize your day at school?
- Have you been on a committee or in a similar setting in which you were asked to accomplish a task with little guidance? How did you proceed?
- What have you done that shows initiative and willingness to work?
- Do you like working as part of a team? Why?
- What do you do when you know you need help or more expertise?

3. Behavioral Interviews

Increasingly, interviewers are asking behavioral interview questions. These questions are meant to elicit information and determine how you have handled specific situations in the past, to determine how past behavior reflects on future behavior. It is recommended that you refresh your memory and reflect on situations you have dealt with or assignments you have worked on. Prepare succinct stories that demonstrate the skills, experience and personal qualities that you know the employer is interested in seeing in the perfect candidate for the particular position particularly, stories that highlight your (1) leadership, (2) communication, (3) teamwork, and (4) ability to meet deadlines. These stories do not have to come from past work experience but can come from any past activities like working on a journal or involvement with a team sport. Remember “it is all about the employer.” We suggest responding to behavioral questions by remembering the **START** acronym and keeping each response to approximately two-three minutes in length.

- S** Specific situation/challenge
- T** Task: exact setting and circumstances
- A** Action: steps you took in the particular situation
- R** Result: be specific and if possible provide numbers, e.g. “in three weeks,” “I... my contribution resulted in savings of 20%”
- T** Transferability: indicate how the experience you shared impacts your future conduct. You can mention how you responded similarly/differently when faced with a similar issue down the line, or describe any growth or change that occurred after the experience.

Some sample Behavioral Interview Questions include:

- Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
- Describe a time when you were faced with a stressful situation that demonstrated your coping skills.
- Problems are part of everyday working life. Can you give me an example of one at your last firm and how you dealt with it?
- Give me a specific example of a time when you used good judgment and logic in solving a problem.

- Give me an example of a time when you set a goal and were able to meet it.
- Tell me about a time when you had to use your presentation skills to influence someone's opinion.
- Give me a specific example of a time when you had to conform to a policy with which you did not agree.
- Please discuss an important written document you were required to complete.
- Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.
- Tell me about a time you had too many things to do and had to prioritize your tasks.
- Give me an example of a time you had to make a split second decision.
- What is your typical way of dealing with conflict? Give an example.
- Tell me about a time you were able to successfully deal with another person even when that individual may not have personally liked you (or vice versa).
- Tell me about a difficult decision you have made in the last year.
- Give me an example of a time when you have failed.
- Give me an example of when you showed initiative.
- Tell me about a time when you managed people. What was the most challenging aspect and how did you overcome it?
- Tell me about a recent situation in which you had to deal with a very upset client or co-worker.
- Give me an example of a time when you motivated others.
- Tell me about a time when you delegated a project effectively.
- What motivates you to work hard? Please provide me some examples.
- Give me an example of a time you used your fact-finding skills to solve a problem.
- Describe a time when you anticipated potential problems and developed preventative measures.
- Tell me about a time you were forced to make an unpopular decision.
- Please tell me about a time you had to fire a friend or a very nice colleague.
- I see that you were the [leader/president/etc.] of the [school activity]. What do you see as your strengths in that role? How did others view you as a leader?
- Describe a time when you set your sights too high (or too low).

4. Sample Interview Questions with Select Employer Notes

Do not forget that every interview question, no matter how it was phrased, essentially asks, "Why should we hire you?" Every answer should identify the value you would add and demonstrate what you can bring to the table. These are questions and suggested answers provided by interviewers at top firms.

QUESTION: Please tell me something about yourself as a person—where you grew up, or how you ended up in Washington, D.C., for example.

SUGGESTIONS FOR ANSWER: Interviewer looks for a sense of the "complete person." Answer questions appropriately. Do not become overly personal, and respect professional boundaries at this stage of the interaction. Also important, however, is relating your experience and background to focus on the substance of the work you will be doing. That, after all, is the reason you are there.

QUESTION: What are your favorite pastimes?

SUGGESTIONS FOR ANSWER: Interviewer looks for a well-rounded, interesting person. Discuss something that shows commitment, and an opportunity to excel; specifically, active hobbies complemented by activities that require intellectual rigor.

QUESTION: Why do you want to join us?

SUGGESTIONS FOR ANSWER: Interviewer looks for excitement about the substantive work of the employer. This can be demonstrated by expressing a desire to participate actively in the department's growth and an interest in honing varied and sophisticated skills. Demonstrate research and give concrete examples about the employer (projects completed, client base, affiliated attorneys, etc.).

QUESTION: Tell me about your professional aspirations. How do you evaluate your accomplishments?

SUGGESTIONS FOR ANSWER: Interviewer looks for a sense of a mission and a desire to make a contribution, as well as a commitment to professional success.

QUESTION: Of what accomplishment are you most proud?

SUGGESTIONS FOR ANSWER: Interviewer looks for concrete examples, not general statements that are the equivalent of, "I am the greatest." Give specific evidence of success and accomplishments.

QUESTION: What has been the biggest challenge you have ever had to overcome, personally or professionally?

SUGGESTIONS FOR ANSWER: Interviewer looks for problem solving and adaptability skills, as well as creativity and drive.

QUESTION: Have you ever had to take a substantial risk in order to achieve an important goal?

SUGGESTIONS FOR ANSWER: Interviewer looks for the articulation of a values system, and again, creativity and drive.

QUESTION: How do you feel when presented with a seemingly impossible legal challenge?

SUGGESTIONS FOR ANSWER: Interviewer looks for a go-for-it, trying-to-win attitude, rather than a defeatist one. Approach the answer with a sense of realism.

QUESTION: Who has made the most significant contribution to your professional development?

SUGGESTIONS FOR ANSWER: Interviewer looks for a description of a mentoring relationship, with value placed on the two-way benefit of the relationship, and a willingness to serve others more junior than you in the same way.

QUESTION: With what type of boss/supervisor do you work best?

SUGGESTIONS FOR ANSWER: Interviewer looks for someone who can work independently and collaborate effectively with all members of a legal hierarchy.

QUESTION: How would you describe your professional relationships?

SUGGESTIONS FOR ANSWER: Interviewer looks for positive responses. They want to hire someone who is a team player and has earned the respect of colleagues.

QUESTION: How would you describe your relationships with clients?

SUGGESTIONS FOR ANSWER: Interviewer looks for a sense of trust and someone who fits a valued counselor role. They want to hire an attorney who is available and easy to contact.

QUESTION: What would you do professionally, if you were not an attorney?

SUGGESTIONS FOR ANSWER: Interviewer looks for commitment to the law and a desire to be in the field for a long time.

QUESTION: What are your professional qualities?

SUGGESTIONS FOR ANSWER: Interviewer looks for hard-working, empathetic and generous individuals.

QUESTION: Describe your sense of daily organization and preparation for the day ahead.

SUGGESTIONS FOR ANSWER: Interviewer looks for control, organization and a concrete strategy to stay on top of the game so as not to ever miss a client deadline.

QUESTION: What do you like about this type of law?

SUGGESTIONS FOR ANSWER: Interviewer looks for genuine interest in the practice area—a real enjoyment of the law and a focused professional development and career path. They want to hire a team player committed to advancing the client’s interests. Some employers also identify that they seek people who are primarily team players but who also have a competitive side.

QUESTION: Do you consider yourself someone able to easily solve problems?

SUGGESTIONS FOR ANSWER: Interviewer looks for clear examples of past problem solving.

QUESTION: Are you more comfortable or effective as a speaker or writer?

SUGGESTIONS FOR ANSWER: Interviewer looks for a candidate that may prefer one mode of communication but is comfortable in both. Give specific examples.

QUESTION: How would you respond if you were asked to do a project in an area outside of your expertise?

SUGGESTIONS FOR ANSWER: Interviewer looks for willingness to take on responsibility, a positive response to the idea of mastering whatever is necessary to get the job done and examples of situations where this has occurred in the past.

QUESTION: Do you have any sense of the number of hours required to be a successful practitioner in this area?

SUGGESTIONS FOR ANSWER: Interviewer looks for commitment and willingness to get the job done—a clear understanding that in a private firm, a minimum of 50-60 hours a week commitment is required.

QUESTION: What are your thoughts about client development and the best ways to go about building a practice?

SUGGESTIONS FOR ANSWER: Interviewer looks for creativity, initiative and a desire for direct contact with prospective clients in lieu of more passive approaches. Do you have solid ideas about client development, a solid plan and steps to achieve it? What kind of networking experiences do you have and what has resulted from them?

QUESTION: How do you feel about pitching work to a new or existing firm client?

SUGGESTIONS FOR ANSWER: Interviewer looks for a sense that the candidate understands the nature of law today as a business, not just a profession. They want to hire someone with the desire to identify and fulfill a client’s legal needs, and maybe even show clients a need they did not know they had.

QUESTION: What would you do if you felt a client was shading his or her version of the facts in a manner that is inconsistent with the law and the client’s best interests?

SUGGESTIONS FOR ANSWER: Interviewer looks for answers that focus on ethics and professional responsibility.

Again, the information above is not practice-area specific.

Please let any of the members of the Office of Graduate Careers know if you have questions about the above or about interview preparation in general. **the Office of Graduate Careers offers mock interview appointments where your career counselors can help you refine your answers to these and other potential interview questions.**

5. Sample Questions and Answers to Difficult Questions

QUESTION: Tell me about yourself.

SUGGESTIONS FOR ANSWER: Think about this question as, “Tell me about yourself in a professional context; explain why you are here today for the interview.” Think about three or four things you would want the interviewer to know about you if this were the only question in the interview. Be prepared to summarize your work history, career goals and relevant information. For example, “I am currently a Georgetown Law student focusing my studies on securities regulation. Prior to starting at Georgetown, I was a commercial litigation associate at a small firm in Austin. I decided to pursue the LL.M. in hopes of transitioning my career to the field of white-collar litigation, which is why I am excited to interview for this opportunity today.” You can also modify the elevator pitch you prepared on **page 33** to help answer this question.

QUESTION: What do you consider to be your greatest strengths and weaknesses?

SAMPLE ANSWER: “In terms of strengths, I believe my greatest asset is that I am highly organized. My greatest weakness is probably that I have a harder time working with people who do not also value being organized. However, I have learned that people bring different skills to a job and that is one of the reasons I consider myself a strong team player.”

QUESTION: Why do you want to work for us?

SAMPLE ANSWER: “Your organization (or firm) has a strong reputation in the area of _____ law. In law school, I took a number of relevant courses and continued that focus in the LL.M. program. As my resume demonstrates, I have work experience in this particular area as a result of my externship and summer employment. From these experiences I know that I can contribute to your work.

QUESTION: Do you think your grades are a good indicator of your academic achievement?

SAMPLE ANSWER: “I believe grades may indicate intellect to a degree; however, I also believe that the analysis should not end there. I have a demonstrated record of academic achievement. I also know that I can do the job because of my background, skills and prior experience. “

QUESTION: What are the most important characteristics you are looking for in a job and why?

SAMPLE ANSWER: “I am looking for a job that uses my strongest skill sets, such as my legal research and writing skills. I think it is also important that my role in the organization or firm be connected to the ultimate goals of the organization or firm. An ideal job would be one in which I can develop traditional lawyering skills and also have the opportunity to participate in _____ (business development, broader areas of public service, grass-roots organizing efforts, etc).”

QUESTION: What are your long-range career goals?

SAMPLE ANSWER: “I am continually evaluating and modifying my plans as required. I take pride in being practical, goal-oriented and flexible. I am interested in making a long-term commitment to an organization or firm such as this one and to contribute to its success.”

QUESTION: What are your salary expectations?

SAMPLE ANSWER: You may want to pick from one of these alternate statements:

- “I would be pleased with a salary and benefits that are commensurate with the skills and qualifications I have to offer the firm/organization.”
- “I would need to learn more specific details about the responsibilities the position entails.”
- “My salary requirements would be dependent on additional aspects of the position, such as future room for advancement at the firm/organization, the benefits package, etc.”
- “I will need to conduct more research of salaries in that area.”

We strongly advise against providing a specific number in an interview setting, unless you are completely sure of what amount feels comfortable to you. Typically, salary and benefits should be addressed at the end of the interviewing cycle. Providing the employer with your salary and benefits requirements early on in the process may reduce your negotiating room when you are considering an offer.

IX. WHAT TO DO ON THE DAY OF YOUR INTERVIEW

At the most basic level, interviews allow employers to learn more about your skills and experience than what is evident from your resume. More importantly, interviews give employers the opportunity to get to know you as an individual, often the critical factor in hiring decisions. For this purpose, your presentation in an interview is very important.

1. Consider Your First Impression

Make sure that you consider all aspects of a first impression. Be punctual, prepared, well-groomed, professionally dressed and personable. There is no second chance to make a good first impression.

2. Be Confident, Enthusiastic and Engaged

In the interview, you must present yourself in a confident, enthusiastic and engaged manner. Follow these simple rules:

- Make good eye contact and play an active role in the conversation.
- Ask relevant questions and listen attentively.
- Show enthusiasm about the employer and the attorney with whom you are interviewing.
- Do not self-deprecate. This displays a lack of self-confidence.

- Employers are interested in hearing about specific accomplishments and career goals. Elaborate on your achievements and focus on your strengths using examples from your past performance. Employers also favor candidates who can demonstrate thorough knowledge of their career interests and knowledge of the organization, including information about an organization's mission, products, services, clients or customers and future goals.
- Prepare in advance several questions to ask each interviewer.
- If you are interviewing with more than one person at the same time, be sure to engage with each of your interviewers.

3. Consider Non-Verbal Interview Skills

Your non-verbal communication (body language) can tell an interviewer just as much about you as what you actually say. Your body language tends to be subconscious and may show your true feelings and attitude toward an employer or position. You do not want to say one thing but convey a different message through body language, as this sends mixed signals to an employer. By being aware of your body language during an interview, you can leave a positive impression with the interviewer about your qualifications for, and interest in, the position for which you are interviewing.

For example,

- Introduce yourself with a firm handshake and smile. Set a positive, energetic tone for your interview.
- You should smile when you say something positive, as this will reinforce your statement and put the interviewer at ease.
- Use appropriate eye contact to indicate that you are comfortable interacting with the interviewer. We speak with our eyes, so do not look down or randomly look around the room, as this portrays you as distracted, untrustworthy or lacking confidence.
- Sit up straight in a relaxed and balanced manner. Lean in when you are sincerely interested in what the interviewer has to say. Do not rock back in forth in your chair, tap your feet or fidget with your hands, as this is distracting for the interviewer.
- Control any impulsive gestures by using natural hand movements for emphasis and expressiveness. You should nod to signify agreement with what the interviewer is saying.
- Do not fold your arms across your chest, as this suggests you feel defensive or disagree with what you hear.

Remember, your goal is to project a positive, non-verbal impression that reinforces your verbal statements.

4. What to Bring to the Interview

You should consider bringing to the interview the following documentation, even if it was not requested by the employer. You can include these documents in a folder. Having these readily available will make you appear more prepared. Generally, you should have a copy of all materials submitted throughout the job application process and any of the following, even if they were not part of your application:

- Fresh and updated copies (one per interviewer) of your resume on high-quality paper.

- Copy of your transcripts from law school (bring a translation of the grading system, if necessary).
- Copy of transcripts from Georgetown Law (unofficial transcripts from MyAccess are acceptable or you may request official transcripts by visiting the Registrar's Office's website).
- A writing sample, preferably related to your field, and evidencing your research, writing, analytical and blue booking abilities. If it is a document you prepared for a former employer, make sure you have permission to use it as a writing sample.
- A list of references, including at least three professional references (preferably a mix of professional and academic). These need to be individuals that can provide insight into the quality of your work. You may consider using an externship supervisor or a professor as a reference, but always remember that the rule of thumb is to ask first. Moreover, if you are planning to approach a professor, it should be one in whose class you regularly participated and did well (especially if you are interviewing after first semester grades have been issued).

5. Anticipate Difficult Questions

Prepare responses to the most difficult questions you can expect. Employers are frequently more interested in how you respond to such questions than they are in the responses themselves. The following strategies can help:

- Do not rush. It is perfectly appropriate to take a moment to think about a question before answering. If you didn't fully understand the question, make sure to ask clarifying questions.
- Answer the question concisely and directly (preparation and practice before the interview go a long way).
- Do not focus on negative areas by using your time to make excuses for mistakes in the past.
- Use the question to move the conversation into more positive areas.

For example, if you were laid off by an employer, you need to have an understanding of what the reason was and what they would indicate to potential employers. Never speak negatively of the employer. The legal field can sometimes be a small community, and you never know who knows whom. In addition, you do not want to appear as a bitter former employee. Rather, you should indicate that you learned quite a bit from the experience of working there and focus on the positive aspects of your time there.

If at all possible, it would be helpful if you could obtain a positive reference from your summer employer that speaks to the quality of your work product.

X. ILLEGAL AND INAPPROPRIATE QUESTIONS

Students occasionally will interview with an individual who is rude or asks illegal questions. Although illegal questions are very rare, in case you ever find yourself in this type of situation, the key point to remember is to maintain your composure during the interview. You can decide later if you want to withdraw from consideration. Always inform a member of the Office of Graduate Careers if you feel that an interviewer has asked you inappropriate questions or made discriminatory remarks. We will address the issue with the employer and take any appropriate action deemed necessary.

We recommend trying to address the concern behind the question. For instance, if the interviewer

asks, “Who is going to take care of your children when you have to travel?” You might answer, “I can manage the travel and work schedule that this job requires.” Or if he or she asks, “Are you planning a family in the future?” You might say, “Right now I am focused on my career and as a family is always an option, it is not a priority right now.”

On the issue of citizenship, employers may ask questions pertaining directly to your work authorization such as “Can you verify your legal right to work in the United States?” but may **not** ask outright of what country you are a citizen, if you have a U.S. citizen spouse or parent or how or when you acquired citizenship. Students who are not U.S. citizens or in certain circumstances, permanent residents, should be aware that, while employers may not be averse to hiring foreign nationals, they do not have a good idea of what is involved in the process.

It is your responsibility to have complete and accurate knowledge of your options so that you can communicate them to the employer in a clear and confident manner. If your employer does not know what Optional Practical Training means, or the difference between an H-1 visa and a green card, you must be able to explain these issues. This will benefit both you and the employer. It is reasonable for employers to ask if you have the legal right to remain permanently in the United States, if you are willing to relocate, and if you have plans to return to your home country. The Office of Graduate Careers is willing to help you craft diplomatic answers to these and other potentially difficult questions.

If asked an illegal question, you have three options in the moment:

- **You can answer the question.** You are free to do so, if you wish. However, you might be giving an answer that could harm your chances of getting the job.
- **You can refuse to answer the question.** Unfortunately, depending on how you phrase your refusal, you run the risk of coming off as uncooperative or confrontational. Keep your response neutral and direct, saying, for example, “I am sorry but I do not feel comfortable answering that question.” We advise against confronting an interviewer about the question.
- **You can examine the question** for its intent and respond with an answer as it might apply to the job, sidestepping a direct response to what should not have been asked.

Questions Employers May and May Not Ask

May ask:

- Whether you have ever used another name;
- Any additional information regarding an assumed name, changed name or nickname necessary to enable a check on your work and educational record;
- Whether you are 18 years or older, and your age if less than 18 years;
- Which languages you read, speak or write, provided foreign language ability is job-related;
- Whether you are legally authorized to work in the United States;
- Whether you now, or will in the future, require sponsorship for an employment visa status;
- Name and address of parent or guardian, if you are a minor;
- Names of relatives already employed by the employer (the employer may state their policy regarding work assignments of employees who are related);
- Your height and weight, but only commensurate with specific job requirements;

- Whether you can perform the essential functions of the job, either with or without accommodation;
- Your salary expectations;
- Whether you have ever been convicted of a crime (if yes, the employer may ask for details; however, there must be a direct relationship between the job and the offense in order to use conviction as a basis for denial);
- About any membership in organizations that you consider relevant to your ability to perform the job;
- Questions regarding relevant skills acquired during U.S. military service;
- Whether you received a dishonorable discharge from the U.S. military;
- Your academic, vocational or professional education; and/or
- Which schools you attended.

May NOT ask:

- Your age, your birth date or the ages of your children (before hiring);
- Your ethnicity, race, or color;
- Questions regarding the color of your skin, eyes or hair;
- Your nationality, lineage, ancestry, national origin or place of birth;
- Questions about religion (the employer may state the regular workdays, hours and shifts);
- The nationality, lineage, ancestry, national origin or place of birth of your parents or spouse;
- Your native language or which language you speak most often;
- Your country of citizenship;
- Whether you are a naturalized U.S. citizen or native-born, or the date when you acquired U.S. citizenship;
- To see your naturalization papers;
- Your visa type;
- Questions indicating your sex or marital status;
- The number and/or ages of your children or dependents;
- Questions regarding pregnancy, childbearing or birth control;
- Name or address of relatives, spouse or children, if you are not a minor;
- Whether your parents or spouse are naturalized U.S. citizens or native-born, or the date when they acquired U.S. citizenship;
- For a photograph, either required or optional, at any time before an offer is made;
- Whether you have a disability;
- Whether you have ever been treated for any specific diseases;
- Whether you have, or have ever had, a drug or alcohol problem;
- Whether you have ever been arrested;
- About all organizations, clubs, societies and lodges to which you belong (unless they are listed on your resume);
- Questions regarding service in a foreign military; and/or
- Your dates of attendance in school or dates of degrees obtained.
- In some cities and states, employers may not ask you about your salary history during the

hiring process.

XI. PRACTICE MAKES PERFECT

As with many activities, practice is the most effective method for improving your interview skills. As indicated above, you should:

- **Research and prepare responses** to anticipated questions.
- Write out your responses and **practice saying them aloud in the mirror**. Organizing information in your head is not sufficient.
- **Schedule a mock interview appointment** with a member of the Office of Graduate Careers
- Recruit a friend or colleague to **practice a mock interview**.
- **Participate in the mock interview programs** organized by the Office of Graduate Careers.

XII. FOLLOW UP AFTER YOUR INTERVIEW: THE THANK YOU NOTE

A thank you note is highly recommended following any interview. You should send thank you notes to:

- **The person who had responsibility for your interview schedule**. Some organization or firms involve young associates in the process by assigning them to a recruit for that day.
- **The initial interviewer**, if he or she is responsible for the call-back invitation.
- **Each person with whom you met during the call-back interview**. In large structured recruitment offices, files are kept on each applicant and anyone having contact with you is requested to put copies of correspondence in your file. Thus it is not a good idea to write substantially the same note to each firm or to each interviewer at a firm. Each thank you note should be somewhat different, preferably including something that came up during the conversation with each individual interviewer. For example, if you went to the same school or came from the same area as the interviewer, note this in your thank you note. Try to write in the same tone as whatever level you connected during the interview. Touching on this subject will also remind the interviewer of who you are, as he or she is undoubtedly interviewing many candidates for the position.

If you did not get all names and contact information, ask HR for this information. Thank you notes may be handwritten or e-mailed. E-mail is typically the best option so that the note arrives sooner, but you also have to decide whether your target audience will appreciate a handwritten note. All notes should be sent within 24 hours of the interview.

Generally, the note should clearly acknowledge that you visited that organization or firm and should express gratitude for the meeting. The note should restate your interest in the position and mention your availability for additional interviews. If you are sending a thank you e-mail, pay special attention to what you are writing on the subject line and include a descriptive title and always print and edit a draft before clicking “send.” Make sure you do not have any typographical or grammatical mistakes in your thank you notes.

Thank you notes provide an excellent opportunity to:

- Add additional information you might have forgotten to share during the interview.
- Provide material such as a transcript or writing sample requested during the interview.
- Readdress a question you may not have answered to your satisfaction.
- Express renewed interest in the firm or organization.
- Update your resume with anything that has happened since your interview.
- Mention a new development (e.g. new paper you are writing for a course) that demonstrates your commitment in the area that you discussed with the interviewer.

Please review our sample thank you notes starting on **page A-88 in Appendix E** for an idea of the structure and content of different thank you e-mails.

XIII. JOB OFFERS

In an ideal world, employers would make their job offers within a day or two of interviewing the right candidate. In practice, though, an offer may not be made until weeks after the interview. Each attorney meeting a candidate for a call-back interview must be as convinced of the individual's ability and fit as the initial interviewer. Do not be surprised if the hiring committee decides to keep you waiting until they have determined the organizational or firm-wide hiring needs. If this happens, do not immediately write the organization or firm off and assume that a rejection will follow. Patience and follow-up often pays off.

1. Evaluating and Negotiating Your Job Offer from a Private Sector Employer

What is the first thing I should do after receiving an offer?

Immediately acknowledge its receipt and express gratitude for the opportunity. Do not delay in contacting an employer who has offered you a position. Call and let the organization or firm know of your interest. At the same time, find out when they anticipate providing a formal offer letter with the terms of the employment spelled out, as well as the organization or firm's timetable for an answer. You can try to negotiate this timetable somewhat, but requesting more than two weeks is not recommended.

What are the key terms I need to think about while evaluating my offer?

Everyone's priorities are different but the most common things to consider are salary, level and start date. Be realistic about your salary and level on entry. Do your own research on salaries because they vary substantially between employers and cities. In addition, be aware that increasingly in the private sector, associates at the same level earn different amounts depending on their abilities, prior experience and productivity, as well as their practice area. Employers do not necessarily give equivalent credit for prior work experience in determining your level on entry. For instance, if you have worked for four or five years as an attorney in government, private sector employers might decide that this translates only to about three years in a private law firm setting (for example, the employer might perceive that because you were not acclimated to the law firm culture or the world of time sheets and billable hours, you therefore need some "ramp up" time to become productive and profitable). Employers generally do not give credit for the LL.M. degree itself in terms of entering at a higher level or higher salary.

Can I expect to be paid a signing bonus or relocation expenses? Can I expect to be reimbursed

for my LL.M. expenses or the expense of sitting for the relevant State Bar exam?

Some private sector employers offer signing bonuses, which can vary substantially in amount; however, this is not the norm. Accounting and consulting firms tend not to offer signing bonuses and are more inclined to offer modest relocation allowances if you are genuinely relocating. Some employers do offer to assist with fees for sitting for the relevant State Bar exam, but it is extremely unusual for an employer to offer to pay any part of your LL.M. expenses.

Can I claim credit for my LL.M. and start with a position at a higher level?

Some employers do give credit for the LL.M., but be very cautious about asking for it, particularly if you have very little experience in a similar work environment. Remember that it always takes longer than you think to settle into a new work environment, and your employer's expectations will be higher if you go in at a more senior level. It is always better to exceed expectations in your job than to fall short of them.

Can I expect a probation period?

Yes. Three to six months is normal, but do not be surprised if some institutions favor a 12-month probation period.

What should I think about when negotiating my start date?

Generally, employers are flexible in negotiating a start date. If for some reason you are under pressure to start immediately, one option is to negotiate a break in a few months' time when you have settled in and the employer's immediate deadlines have passed.

How long can I leave an offer open?

Employers generally leave an offer open for two weeks. If you want more time to consider the offer (say, because you are awaiting other offers), you should ask, and then make sure that you provide a response within the agreed timeframe. Be aware, however, that two weeks is the norm.

Should I disclose that I have another job offer?

Yes, if you want to encourage an offer from another employer, or if you hope to apply some leverage to negotiate a higher salary or more favorable terms of employment.

What if the salary is lower than I was hoping for?

Depending on the employer, there may be room to negotiate a higher salary. However, remember that attorneys can reasonably expect their salary to increase significantly in a period of a few years. If you genuinely believe that you are being offered a salary that is too low based on your research, and the employer is not inclined to increase it, one option is to negotiate an earlier performance appraisal (for example, after six months instead of after the usual 12 months), with a commitment (in writing) that the employer will consider increasing your salary if your performance has exceeded expectations by that time.

What are some reasonable benefits I should expect while working in the United States?

Benefits vary from employer to employer and also depend upon your level of seniority and experience; however, you might ask about the following:

- Any bonus structures as well as salary;
- Health-related insurance, which usually includes medical, dental and vision insurance (often as separate policies) and is often paid for at least in part by the employer;

- Sick leave;
- Covering costs of continuing legal education;
- Life insurance, both short-term and long-term, and disability insurance coverage, often with the cost shared between employer and employee;
- Retirement plans, such as membership in a 401(k) plan with a matching employer/employee contribution arrangement;
- Vacation leave, typically two weeks per year; and
- Other benefits, such as parking, flex-time, maternity and parental leave, relocation packages if you are genuinely relocating, and payment for memberships in professional associations.

You should also ask about the employer's performance evaluation and appraisal systems, as well as their training and professional development programs. Depending on your level of seniority, you might also want to ask about partnership track—though use your discretion here, as this can be a real turn-off to some employers if you are a junior associate.

Should I expect to receive all my terms and conditions in writing?

Yes, this is usual in the United States, even though it is not always the norm in other countries. However, your basic offer terms will usually be disclosed in a phone call that is followed by an offer letter once terms have been negotiated.

How should I respond to a job offer?

Whether accepting or rejecting an offer, call the organization or firm and speak with the individual who extended the offer. The telephone call is important even when rejecting an offer; it leaves the organization or firm with a more positive feeling about you, and you never know when you may come across the firm or the interviewers again in the course of your legal career.

All offers require a written response, whether positive or negative. After your telephone conversation, follow up immediately with an e-mail confirming your acceptance or rejection of the offer. If you are accepting, you should refer to the details of the position in the offer letter and express your appreciation in joining the organization or firm. If you are declining, you need to inform the organization or firm promptly that you have accepted another employer's offer (if that is the case) and thank them for their consideration. Please review our sample correspondence on **pages A-91 and A-92 in Appendix E** for examples of messages accepting and declining a job offer.

Once I accept an offer, what do I do about other offers that have been made to me?

If you accept an offer from one employer, notify all of the other employers promptly if they consider you to be an active candidate. The legal community is often a small one, and it is regarded as extremely unprofessional to accept an offer and hold open other offers, even for short periods. We also remind you that if you verbally accept an offer, you should follow the same suggestion.

Should I keep an offer open even if I am not interested in it?

Once you decide that you do not wish to accept an offer, you should in good faith decline it. Among other things, this will allow the employer to approach other candidates.

Where can I find more information about negotiating a job offer?

[Visit the Office of Graduate Careers website for more information and resources on negotiating a job offer.](#)

2. Why Candidates Fail to Land Job Offers

Some common reasons why a candidate will not be extended a job offer following a call-back include:

- Lack of enthusiasm and interest—general apathy and indifference towards the employer and regarding previous academic and professional pursuits.
- Late to the interview without a good reason.
- Lack of proper career planning—purposes and goals ill-defined.
- Not prepared for the interview—insufficient research on employer.
- No real interest in the firm, organization, corporation, agency—perception that the candidate is “just interviewing around” in this city or at this firm.
- The candidate was overly aggressive—conceited—arrogant, and acted like a “know-it-all.”
- The candidate did not ask questions about the job.
- Answers only “yes” or “no” to open-ended questions—fails to take the initiative, to speak at length on experiences and accomplishments or to affirmatively provide more extensive and meaningful answers to inquiries.
- The candidate is overly focused on money, prestige and status rather than on the substance of the job.
- The candidate talked incessantly and did not allow the interviewer to lead the interview.
- Unwillingness to start at the bottom—expects too much too soon.
- Makes excuses—evasiveness—hedges on unfavorable factors in record—lies.
- The candidate was very negative regarding past employers, displaying a lack of tact.
- Insincerity—low ethical standards.
- The candidate displays a lack of motivation.
- Any sign of constantly complaining or blaming things on others.
- Narrow interests—no interest in community—no social awareness.
- No knowledge of current events or the world at large.
- Lack of confidence and poise—fails to make eye contact with the interviewer.
- The candidate’s body language conveyed insecurity, fear or disinterest in the position.
- Sloppy resume—typographical or grammatical errors on the resume, cover letter, thank you note/e-mail or writing sample.
- Limp, fishy handshake.
- Dressed inappropriately.
- Answers did not relate back to questions.
- Contacted interviewers too soon/too often regarding whether a decision has been made.
- The candidate failed to send a prompt thank you note to convey appreciation for the interviewer’s time and consideration.
- Employer thought someone else was better for the position.

XIV. SALARY

1. Introductory Research

If you are looking for a job, considering a job offer or negotiating a pay raise in your current position, reliable salary data is important. While an initial first step might be to informally poll friends or classmates, there are a number of factors such as locations, industries, specialties, employer size and type and other considerations that will influence salary.

As part of your pre-interview research of a potential employer, you should learn about the employer's salary ranges and benefits as well as industry salary ranges. We have compiled a list of websites that will assist with this process and you can access this resource on the Handouts section of our website. Other suggestions for researching salary include checking with trade associations, asking legal recruiters and browsing through the job postings to see how salaries being offered to new employees with similar job titles and/or responsibilities compare.

When you are thinking about what you want out of the job, think about salary and benefits as part of a bigger picture including training, responsibilities, exit opportunities and promotion possibilities/upward mobility. You should also craft a post-graduation budget that factors in your anticipated expenses to know what your minimum salary requirements are, so you can be realistic about the acceptable salary ranges for potential jobs. A high starting salary coupled with low potential for growth might end up not being the best fit for an ambitious young lawyer and knowing you do not have to take the highest offer will serve you well in pursuing your career goals.

2. Handling the “Salary Requirements” Question

Oftentimes candidates will be asked by employers for their “salary requirements” at a very early stage in the process, whether requested in a job posting to be included in a cover letter or as part of an initial screening interview. You should note that your salary requirements are flexible if you are worried any salary considerations might make you screened out of a position, and to allow yourself as much flexibility as possible when negotiating compensation after you have received an offer.

One option for handling this question is not to give a number and instead note that your salary is negotiable based upon the position and the overall total compensation package, including benefits. A second option is to propose a range, based on the salary research you have completed, that you would consider fair. Note that the low end of the range should be a number you would be willing to accept at the offer stage.

3. Thinking Beyond Base Salary

In addition to thinking about your base salary, you can also consider negotiating other benefits from employers. Professional development bonuses and opportunities can often be an important component of a compensation package for a young lawyer. For example, our office has seen students receive bonuses for passing the bar or offers to pay for the bar exam and bar study packages. You can also consider asking if the employer will pay for bar membership fees and for mandatory CLE (continuing legal education) courses and other requirements for maintaining bar membership.

Another common non-salary item to negotiate when accepting your offer is your job title and seniority.

You may be able to get “credit” for your LL.M. degree that allows you to come in with the LL.M. counting for one year of work experience. Assuming your performance is good, this will allow you to be promoted more quickly than you would be otherwise.

When negotiating your salary, keep in mind that base salary is just one component of an overall compensation package and the compensation package is just one consideration in evaluating your offer. Your long term career planning requires a holistic analysis of everything—skills, experience, prestige, reputation—that can be gained from a potential position.

If you have started a position and are not satisfied with your initial starting salary, you may be able to negotiate a raise with your employer. At minimum, you should be with your employer for at least a year before you consider discussing a salary increase. In addition to your own personal considerations, you should also keep in mind the overall economic situation within your group or department, the organization as a whole, and the current economic climate in timing your request.

As with salary negotiations before you have accepted an offer, you can consider negotiating other benefits as well. You can also choose to ask for additional vacation days or professional development opportunities, such as conference attendance or taking courses toward a certification. To make your case for a raise, you should review your achievements and ways you have added value to the organization, in addition to ways you have taken on additional responsibilities beyond what is in your job description. You should also research standard compensation for similar roles within your industry.

4. **Six Rules of Effective Salary Negotiation**

If you decide, based on your research and needs, that you would like a higher salary, think about the following:

1. First, in advance of your negotiation, decide the minimum salary and benefits package you would be willing to accept as well as the maximum salary and benefits package you could reasonably expect to receive.
2. If possible, speak with the hiring manager. Speak in a business-like tone, staying calm and professional throughout the conversation. Ask if there is room to negotiate. Try to use a non-adversarial, collaborative tone (i.e., "Might there be another way of approaching this issue that could bring us close together..."). Remember—it is how you ask as much as what you ask for.
3. Express your interest in and enthusiasm for the position and the organization. Reinforce your desire to be part of their team, and try to show how meeting your request(s) is in their best interest, given what you will be bringing to the organization.
4. Negotiate the base salary first, and save the most difficult issues for last.
5. Avoid getting into a conversation of specific salaries at competitor organizations or firms.
6. Always continue to sell yourself.

EXTERNSHIPS

I. INTRODUCTION

An externship allows students to receive academic credit for an unpaid work experience that is law-related. Externships offer students the opportunity to gain insight into the legal system by seeing law in action, and to gain a deeper understanding of an area of the law by integrating classroom work with real world experience. Externships also allow students to explore their professional objectives, to understand better an area of practice, and to enhance opportunities for public/community service.

The majority of Georgetown Law graduate students are eligible to participate in the LL.M. Academic Externship Program. Under the LL.M. Academic Externship Program, graduate students work about 10-15 hours a week during the semester under the direct supervision of an attorney and receive two credits for the experience.

II. FINDING AN EXTERNSHIP

1. Externship Settings

LL.M. students have completed externships in a variety of settings, including government agencies, non-governmental organizations (NGOs), private corporations, law firms, and accounting firms, among others.

Please see **page A-29 of Appendix B** for a detailed list of where graduate students have completed externships in the past few years.

Unlike J.D. externships, graduate students are allowed to extern at for-profit entities and we encourage students to approach their externship search broadly. Graduate students may create their own student-initiated externship placement by securing an offer from an employer that meets the following conditions:

- The externship employer/workplace needs to be in the Washington, DC metro area
- The work in your externship has to be law-related;
- You must not be paid for the work;
- You must complete your work under the direct supervision of an attorney;
- You may not work remotely and your supervising attorney must be located in the same office;¹and
- If the externship is with a private firm or for-profit entity, your time and work product cannot be billed to a client.

2. Finding and Choosing an Externship

In order to assist you with your externship search, we have compiled a database of pre-approved externship opportunities. These are organizations that have indicated they meet the requirements of the externship program and have an interest in hosting an extern. Students may also secure a placement

¹ For the fall semester of the 2021-2022 academic year, students may complete their externships via remote work.

that is not pre-approved (known as a “student initiated placement” or “SIP”). SIPs must be approved by the Office of Graduate Programs in order to receive credit.

Pre-Approved Externships Database via TIP Symplicity

The Office of Graduate Programs maintains a Database of “pre-approved” opportunities for externships with contact information and application deadlines, but graduate students are not limited to the opportunities in this database. Students will need their NetID and password to access the [Pre-Approved Externships Database via TIP Symplicity](#) (to receive access for the first time, you must have registered via [our sign-up form](#)). Please note that the deadlines in the Pre-Approved Externships Database via TIP Symplicity are updated over the summer for Fall externship opportunities and in the Fall for Spring opportunities. Please check this Database regularly for updated information.

Symplicity

When employers contact the Law Center with job openings, Georgetown Law’s J.D. Office of Career Strategy posts the information on our online Job Listings Database called Symplicity, which is accessible to you using your NetID and password. Graduate students are welcome to use this job listings database. The job listings are searchable by various criteria and updated daily. Oftentimes internships, externships and other academic year positions posted on Symplicity meet the criteria for a student-initiated externship placement.

The best way to find leads for student initiated externship placements is to visit Symplicity regularly to view the listings. Graduate students should bear in mind that, even if the job listed is not specifically seeking a graduate student, they should still apply if they otherwise meet the criteria listed in the position description.

Student Evaluations

Evaluations by students who have completed an externship in the past can be found on the Externships webpage for students to look at when determining where to apply for an externship or when considering an externship at a particular organization. The Evaluations include information on whether or not students felt like the externship assisted with their job search process.

3. Applying to an Externship

Applying to an externship position is similar to applying to a full-time legal position. If you are searching through our Pre-Approved Externships Database via TIP Symplicity or Symplicity, you will begin with a posting similar to a posting you might see for a full-time position. Some externship employers will require only a resume to apply while others may ask for a cover letter or additional documents. You should review the relevant chapters of this Career Manual if you have questions about how to prepare those materials.

SAMPLE POSTING

Dechert Externship

Deadline: November 23, 2021 (for spring semester)

Organization Description:

Dechert LLP is an international law firm with over 100 D.C.-based attorneys (see: www.dechert.com). The International Arbitration (IA) practice at Dechert delivers world-class end-to-end service on the full range of business and governmental disputes worldwide. We provide pre-dispute counseling on investment decisions and dispute resolution clauses, pre-arbitration assistance on potential geopolitical approaches to resolving disputes, representation in international arbitrations, and litigation to enforce arbitral awards.

Position Description:

We seek LL.M externs during the Fall 2021 semester to assist the IA Group's attorneys in D.C. with high-end legal research, analysis and writing. This effort may involve assisting with book chapters, scholarly articles, firm alerts, speeches, or internal memoranda. Externs should have a demonstrated interest in Public International Law or International Arbitration. Externs should not anticipate that a job offer will follow the externship.

Application Materials:

Resume

Cover Letter

Writing Sample

LL.M. Transcript

Submit Materials to:

Laura Creque

Laura.Creque@dechert.com

(Please include in the subject line of your email application - "GULC Externship")

While many postings will have a posted deadline, it will be to your advantage to apply before the deadline as employers typically will review applications on a **rolling basis** (i.e., as they come in). Externship employers will contact you directly to schedule interviews if they wish to pursue your candidacy and typically there will be only one round of interviews. Be prepared to explain to your interviewer why you wish to extern at that particular placement and be prepared to talk about any other prior relevant experience. Conducting a mock interview with a career counselor is strongly recommended.

If you are applying to an externship that requires a writing sample as part of the application and you do not yet have an English-language writing sample, consider using a first draft of your paper for your legal research and writing class. While you may not have gotten feedback on the substantive points of

your draft, you can review it carefully yourself to ensure that it represents your best self-editing. Make sure the document is accurate and free of all typographical errors, grammatical and spelling errors and other mistakes.

You should attach your documents as a carefully labeled PDF file to an e-mail and include a short cover e-mail explaining the purpose of your e-mail. See **pages A-60 and A-62 of Appendix E** for examples of how to do so. Read through the posting carefully to ensure you have accurately followed all the application instructions from the employer.

For examples of how to set up a student-initiated placement with an employer that does not have a posted externship or internship position, please refer to **pages A-72, A-73 and A-75 of Appendix E**.

4. Your Externship and Your Job Search

It is rare for a student to receive an offer of employment from their externship supervisor at the conclusion of their externship. Nevertheless, an externship does not have to turn into an actual job offer in order to assist you with your job search. Past students have noted the following benefits of doing an externship as it relates to their job search:

- The opportunity to create a writing sample to use in job applications;
- Introductions to the professional networks of fellow attorneys at the host organization and being able to expand their own network as a result;
- For students without legal experience, the ability to discuss a relevant project or assignment in a cover letter or during an interview;
- Finding a mentor in their supervising attorney or in another attorney at the host organization;
- Learning about different career paths and possibilities from attorneys at the host organization;
- Having a prominent name and relevant experience on your resume;
- Securing a strong reference from your supervising attorney;
- Referrals to the organization's other teams, departments or offices that have open positions;
- Being considered and/or given an offer for a position at the host organization that has not been posted;
- Clarity on whether a specific practice setting or practice area is a good fit for a student's long-term career objectives and goals;
- Better understanding as to what specific organizations or types of organizations are looking for in their hiring decisions;
- First-hand knowledge on how law is applied in a real-life practice setting; and
- Developing important practice skills that would be of interest to future employers.

If you are unsure how an externship might fit into your career goals, please make an appointment to discuss your questions and concerns with a career counselor. Also, please note that once you have accepted an externship position, you must withdraw all applications to other externship postings.

5. Top Tips for Making the Most Out of Your Externship

If your goal is to turn your externship into a job offer, whether from the host organization or through

positive referrals from your colleagues, the following tips will help you demonstrate to a potential employer that you have what it takes to succeed as a permanent employee in your desired practice area and setting. It is your responsibility as an extern to demonstrate to your colleagues that you would make a valuable member of the team.

Making a Good First Impression

Choosing an externship that is closely aligned with your professional goals is key to making your externship a rewarding part of your LL.M. experience at Georgetown Law. Whether your intent is to secure some relevant work experience in a new practice area or expanding your network in the U.S. if you are a foreign student, or any of the other benefits or objectives we outlined above, identifying what you are hoping to gain out of the externship before accepting an offer can help you be a more competitive candidate in your job search.

Sit down with your supervising attorney early on in your externship to identify both your responsibilities and your supervisor's expectations. Take the time to learn the rules and guidelines, both formal and unspoken, expected by the host organization before jumping in and making any serious mistakes. Identify someone, whether your supervising attorney or a junior attorney in the organization, you can approach if you have any questions about your assignments or how the organization works.

Excellent Work Ethic and Work Product

You should establish to your supervising attorney that you are willing and able to complete your work in a timely manner. Be upfront about any obligations or conflicts that might interfere with your ability to meet deadlines. It is much better to notify your supervisor that you may not meet a deadline than to turn in your work late! If you have the time, be sure to ask your supervisor for additional work or seek out others in helping them get their work completed.

Early on in your externship, ask for feedback on any assignments you turn in so you have an opportunity to improve and make any necessary changes before the conclusion of your externship. Clarifying your supervisor's expectations at the onset of your externship will help you ensure that each assignment you turn in has the potential and ability to impress your supervisor.

Keep in mind that your externship supervisor is not only comparing you to any other students who may be externing at the host organization, but also past externs as well. Your goal should be to stand out in a positive way to your supervisor, and the way to do that is to exceed expectations, not merely meet them.

In addition to meeting the expectations set out by your supervisor, it goes without saying that your work product must be flawlessly executed. Review documents for careless typos and errors before giving them to your colleagues. Proof all e-mails before pressing send and ensure that any document that is being read by a member of the organization represents your best efforts and something you would feel comfortable being forwarded on to a client or a higher-up at the organization without any further revision.

Being a Team Player

Your supervisor will trust you to complete more challenging tasks once he or she recognizes your ability to handle the small stuff. Completing your initial, seemingly basic assignments with aplomb and enthusiasm is necessary before you ask for additional and more challenging work.

It is also important for you to show initiative, both in developing new knowledge and skills that are relevant to your position, and in showing enthusiasm in getting to know others at the organization. If your goal is to work at that organization, know that employers are seeking team players who fit in well with the existing employees.

The professional relationships you develop during your externship will be part of your professional legal network. Your future relationships with your network must be nurtured and continued long after your externship has ended in order to keep it alive and well. Let your supervisor and other colleagues know about your professional interests and stay in touch after your externship has ended so you can hear about any potential opportunities from your network.

A GUIDE TO ONLINE PROFESSIONALISM

I. WHAT IS SOCIAL NETWORKING?

At its most basic level, social networking is simply a means of connecting and networking with individuals online. There are a variety of social networking websites, such as LinkedIn, Facebook and Twitter, which are designed to help you share information with your personal and professional contacts.

- [LinkedIn](#), which allows users to make “connections” with *professional* contacts, has over 756 million professional users in over 200 countries and territories.¹
- [Hoya Gateway](#), Georgetown University's premier networking platform, is a community of over 8,000 alumni and students, where Hoyas connect with other Hoyas for meaningful career conversations and build a strong professional network.
- [Facebook](#), designed to facilitate online connections between *friends*, is one of the most visited websites on the Internet.²
- [Twitter](#), allows users to communicate with “followers” in short 280 -character messages (“tweets”).
- [Instagram](#), allows users to share images and videos with their “followers.”

Some social networking sites, like Facebook, are more geared towards interaction with family and friends. Others, such as LinkedIn, are more geared toward creating and maintaining professional contacts. When used in a professional manner, social networking can be an effective tool for your professional development. When used imprudently, they may pose significant risks to your employment and career prospects. Starting today, you should be guided by a sense of “e-Professionalism” when posting on social networking websites.

II. WHAT IS E-PROFESSIONALISM?

The concept of “e-Professionalism” simply means the act of behaving in a professional manner online. This involves restricting public access to any personal information you choose to share online and maintaining a professional image on any online websites that are publicly accessible. By posting personal information on a social networking website, you are creating an electronic record that may be accessed for years to come. It is therefore important to *manage* the information you share online (your “online persona”) so that it helps you achieve your professional goals.

Given increases in technology and the number of employers maintaining an active presence online, students must consider their online persona to be part of the complete “application package” they submit to employers. What you post publicly online may be just as important as what you have printed on a formal resume, because it can subtly influence an employer’s view of you (even if they cannot legally consider the information when making a decision about your employment). If you are active on a social networking website but you have not maintained a professional online presence, this may actually detract from your attractiveness as a candidate.

¹<http://press.linkedin.com/about>.

²<http://www.alexa.com/topsites>.

III. HOW CAN STUDENTS CREATE AND MAINTAIN A PROFESSIONAL ONLINE PERSONA?

We suggest that students follow five steps to create and maintain a professional online persona.

1. Identify Your Online Social Networking Goals

Whether you realize it or not, use of social networking websites such as LinkedIn, Facebook and Twitter is a form of networking that can affect your offline goals. You should therefore approach social networking with your specific goals in mind and manage your social networking use to achieve them.

Social media users typically cite the following reasons for participating in social networking:

- Keeping in touch with family and friends;
- Reconnecting with fellow *alumni* and former colleagues;
- Making professional networking contacts;
- Establishing an expertise in a particular area; and
- Searching for jobs online.

Whatever your purpose in social networking may be, it is important to bear your ultimate goals in mind when establishing and managing your online persona. Even if your current goal is personal rather than professional, your goals may change over time—and it can be very difficult to clean up “digital dirt.”

By posting any personal information on a social networking website, you are creating an electronic record that may be accessed for years to come. In 2010, the Library of Congress and Twitter entered an agreement allowing Twitter to volunteer its members’ public “tweets” (messages) with the Library of Congress for archiving and research, giving researchers access to approximately 170 billion tweets. This serves as a reminder that a hiring partner may be able to locate your online posts and photos years down the road, so you should take steps *now* to ensure that you have established a professional online persona that will serve you well going forward.

2. Conduct Due Diligence on Your Online Presence

Is there a disconnect between your online persona and your offline persona? The only way to know for sure is to conduct “due diligence” on your online presence.

Whether you are an active user of social media or you have chosen not to participate, chances are that some information about you is publicly available online. Before you can begin managing your online identity, you must first ascertain exactly what your online persona is *now*. The first thing you should do after reading this guide is run a search of your name (including your maiden name if applicable) and any other personally identifiable information on [Google](#), [Bing](#), [Pipl](#), and [Intelius](#). You should consider these search engines to be “reputation engines,” because the results they yield give the public information about your personality.

As part of this exercise, assume that any information you retrieve using these search engines will be “discoverable” by your current or potential employer. In fact, many legal employers have admitted to “Googling” a lawyer’s name or using Facebook or LinkedIn to get a sense of a candidate’s interest and affiliations throughout the interview process. In some cases, hiring committees have stated that such research subtly influences whether a candidate is given an interview or an offer.

Given increases in technology and the number of employers maintaining an active presence online, you must consider your online persona to be part of the complete “application package” you submit to employers. What you post publicly online may be just as important as what you have printed on a formal resume. Therefore, you should act now to clean up your online persona and to take advantage of the privacy controls offered by the more personal social networking sites.

3. Clean Up Your Online Presence

If you are already using social networking websites such as LinkedIn, Facebook, or Twitter, you are in control of the message you send directly to friends and others viewing your information. Starting today, you should thoroughly examine the information you have posted online, whether in the form of status updates, photographs or even responses to friends’ comments.

You do not have to be posting about illicit behavior to raise current or potential employers’ eyebrows. For example, consider the following Facebook or Twitter status updates where an attorney is compromising professionalism in order to make a joke:

ATTORNEY “is seeing another sunrise—can’t wait until this ridiculous deal closes and I can live a normal life again.”

ATTORNEY “missed lunch and is still stuck on a conference call with a bunch of idiots. Beyond hangry right now”

ATTORNEY “just got a job offer for biglaw! Finally, I get to sell my soul to the devil in exchange for financial stability!”

A key component of social networking websites is the ability to share information with friends online. However, you should be careful when doing so, particularly on Facebook. Just because you post something on a friend’s Facebook profile does not mean that it will be kept private from people seeking information about you. Even if your personal pages are private, your friends’ pages may be publicly available (and therefore, personal information you post on your friends’ pages may be discoverable online). Similarly, Facebook friends have the opportunity to “tag” photos of you without your permission.

Consider the effect if you had made the following postings on a friend's page, and think carefully about how your current (or potential) employer would view these statements:

“Thanks so much for the lead about ABCD firm! I heard from their recruiter yesterday and have an interview scheduled for Friday.”

“Hey, I am looking into the possibility of moving to Chicago. Can I pick your brain about in-house employers in that market?”

When interacting with a friend online, ask yourself: Does your friend have privacy controls? Do you know your friends' friends? You should assume that if you are telling a friend something sensitive online, the whole world will know your secret. Anyone can cut and paste something you have posted on a friend's page and forward it on in perpetuity!

Beyond interacting on a friend's page, a friend may also post material on your page that you may not wish to reveal to the public, such as:

“Just heard the great news ... you're going to be a GREAT mom!”

“What time did you get home last night? Can't believe I let you talk me into those tequila shots...”

Think carefully about the image you convey about yourself in any status update, photograph or blog posting. You should review any information you have posted online as if you are a hiring partner—one who is easily offended (call this person the “Eggshell Hiring Partner” or “EHP”)—and purge any material that would make EHP raise an eyebrow.

There are Steps that You Can—and Should—Take to Mitigate the Risk that an EHP will Find Personal Information that You Have Posted Online.

First and foremost, become an expert in Facebook's privacy settings. From your profile page, select “Settings” for an extensive list of settings to provide different access to identified groups. [This blog has some professional Facebook privacy guidance.](#) This is an imperfect science, as Facebook changes its privacy settings on a fairly regular basis. Google “Facebook private settings” periodically to look for articles about changes.

Many social media platforms provide the option to only share information with a select group of people. This may be something to consider separating your personal and professional friends and what information you share with each.

Beyond privacy settings, you should also be sure to set your Facebook e-mail alerts so that you are notified of any postings on your Wall and any pictures in which you are “tagged.” This will enable you to act quickly to remove questionable material that is posted about you. Unfortunately, it is impossible to have complete control over what your friends post on your online profile. However, by choosing your Facebook “friends” wisely and by requesting that they not post questionable comments or photos of you without your prior permission, you will hopefully prevent professionalism pitfalls on Facebook.

If you wish to impose privacy controls on the tweets you post on Twitter, select “Settings” from your profile page to limit access only to selected readers. Note that Twitter is intended as a medium to broadcast short announcements; as such, the only privacy setting available is to “protect your tweets.” This must be affirmatively selected on the “Settings” page—the default is that all of your tweets will be publicly available.

Even if your online profiles are set to private, you may be surprised by the amount of information that is still available online. Determined hackers can gain access to your account, as can anyone who guesses your password.

Also note that anything you post online may be “cached,” even if it is subsequently made private. That means that information you posted last week could be available to a hiring committee member six months down the road. In the event you locate unfavorable information that may impact your employment prospects or online reputation, you may also be able to remove the information. See “How can I remove information about myself from Google’s Search Results?”

It is therefore important not only to impose strict privacy settings, but also to continuously manage your online reputation.

“How can I remove information about myself from Google’s search results?”

Like all search engines, Google is a reflection of the content and information publicly available on the web. Search engines do not have the ability to move content directly from the web, so removing search results from Google or another search engine leaves the underlying content unaffected. If you want to remove something from the web, you should **contact the webmaster** of the site and ask him or her to make a change. Once the content has been removed and Google’s search engine crawl has visited the page again, the information will no longer appear in Google’s search results. If you have an urgent removal request, you can also [visit Google’s help page for more information](#).

4. Actively Manage Your Online Persona to Meet Your Social Networking Goals

Once you have performed “due diligence” on your online persona, cleaned up your online identity and locked down privacy settings on Facebook and similar such websites, the next step is to actively manage your online persona so that it meets your current and future social networking goals. Conduct a self-assessment by asking yourself what kind of lawyer you are now and who you want to be. Perhaps more importantly, what do you want your public (online) profile to be?

Based on the goals you identified in Step One, you should implement an online strategy to manage your online persona. **Online reputation management is a key component of e-Professionalism.** While you may not be able to erase negative personal information that you find online, there are steps that you can take to minimize negative content through proactive use of social media. In other words, you can *create* positive content through strategic use of social networking, as follows.

LinkedIn

If you have not already done so, set up a professional profile on LinkedIn (or “Facebook for Professionals”). LinkedIn has high Search Engine Optimization (“SEO”), which means that it often appears at the top of search engine results. The higher on the screen that search results containing

material you have created appear, the lower the likelihood that the public will find other negative information about you. Therefore, having a professional public profile on LinkedIn will go a long way toward establishing and maintaining a professional online persona. However, please ensure that your online information matches your offline resume. It is important to be consistent and accurate between these platforms.

For tutorials on how to use LinkedIn professionally, please see the next section of this Career Manual and visit the [LinkedIn Learning Center](#). You should also [join our LinkedIn group, LL.M. Careers](#), for students and alumni of the LL.M. programs at Georgetown Law.

Twitter

Although Twitter is designed to accommodate both personal and professional networking, there are ways in which you can use the site to emphasize your professional online persona. Namely, you can use Twitter as a means of “branding” yourself as an expert in a particular practice area. Like LinkedIn, Twitter has a high SEO, so it can be a useful tool for self-marketing.

Twitter enables you to post short messages (or “tweets”) that are visible to the public (if your tweets are unprotected) or your pre-approved followers (if your tweets are protected). Decide whether you want to use Twitter personally or professionally and *do not mix* the two (or set up separate personal and professional accounts).

If your goal in using Twitter is personal, you should “protect” your tweets (using the instructions in Step Three above) so that your personal messages will not appear in search engine results. However, if your goal is professional, you should allow your tweets to be public.

Be sure to [follow our Office of Graduate Careers Twitter feed](#), for the latest career news and event information from our office.

Facebook

As a social networking website designed to facilitate information sharing between friends, ideally Facebook should be used exclusively for personal use so that you do not blur the line of personal and professional life. We strongly recommend that you lock down your Facebook privacy settings to ensure that only your personal contacts are able to view your Facebook activity. Like LinkedIn and Twitter, Facebook has a high SEO, so failure to impose strict privacy settings runs the risk that your personal information will be highly visible to the public.

Further guidance for lawyers using Facebook, LinkedIn and Twitter the following is available online:

- [Social Media Networking for Lawyers: A Practical Guide to Facebook, LinkedIn, Twitter and Blogging](#)
- [The Best Facebook Tips and Techniques for Lawyers](#)
- [Three Facebook Settings Every User Should Check Now](#)
- [Ten Facebook and Twitter Mistakes That Could Cost You Your Job](#)

Blogs

Some lawyers choose to establish or participate in online blogs relating to the legal profession (or otherwise). Like Twitter, blogs may be used to establish your expertise in a particular practice area.

However, be selective in choosing the blogs in which you participate, because you do run the risk that someone will be able to identify your online postings (even if you think you appear anonymously). Blogs should be used to enrich your online professional persona—not detract from it!

Here are some pointers for lawyers participating in blogs:

- Do not provide legal advice or counsel;
- Do not take a position on legal issues;
- Do not express opinions regarding specific people or controversial topics;
- Do not discuss your employer’s business or clients; and
- Keep in mind that the rules of professional responsibility apply to your postings.

For ideas on legal blogs you may wish to consult, visit the [American Bar Association Journal Blawg directory](#).

[Google Alerts](#)

Google Alerts allow you to get e-mail updates of the latest Google search results based on your search criteria (for example, your name and/or e-mail address). Results often include social network updates, online forum postings and captions to Flickr photos. Setting alerts now will enable you to monitor activity relating to your online persona on a regular basis.

In addition to setting Google Alerts, you should periodically search for your name (including your maiden name) and other personally identifiable information using [Google](#), [Bing](#), [Pipl](#), and [Intelius](#) to actively manage your online persona. Similarly, you can search for your name and apply for automatic updates on the [Twitter search feature](#).

For further guidance regarding online reputation management, you may wish to consult the following articles:

- [Google’s Tool for Reputation Management](#)
- [Dealing with Negative Search Results: How to Get Rid of the Bad Stuff](#)
- [Basics of Online Reputation Management—for Your Company, Top Executives, Brand or Product](#)

5. Be Accountable For Your Online Persona

Even if you implement these best practices today, in the future you may encounter a situation where an employer has found something questionable about you online and confronts you with the content. This gives you a chance to explain or put the material in context. It is crucial that you react professionally and accept responsibility for the content. If it is a picture of you partying at Mardi Gras, explain that this behavior is in your past and that it showed poor judgment to post the picture online. If it is a derogatory or demeaning comment that you posted on an inflammatory blog, explain why you felt so passionate about that issue at the time. People make mistakes; be prepared to be accountable if this happens.

When answering an employer’s questions about your online materials, do not be defensive, and try to handle the questions with composure. Remember that, in many cases, the employer may be trying to

see how you react under pressure and whether you have learned from your mistakes. Try to use this opportunity to demonstrate to the employer that you now have the judgment and maturity necessary for the position.

You now have the tools to actively manage your online persona to put your best “e-footprint” forward. This will help mitigate the risk that you will be held accountable for past online indiscretions.

Become a strategic user of social media by always keeping in mind your purpose for using any particular social networking website. Participate in social networking in a way that enhances your online identity, so that your online activity supplements—rather than impedes—your offline professional goals.

IV. TOP TIPS FOR STUDENTS USING LINKEDIN

LinkedIn is What You Make of It! It is a tool for self-promotion, research and, most importantly, for networking. Simply signing up for LinkedIn and spending a few minutes creating a basic profile is not enough: you should take the time to establish a complete and current narrative of your professional biography. The more complete your online profile, the higher “Search Engine Optimization” you will achieve, which makes your profile more visible to potential employers in public search engine results.

Think of it this way: having an incomplete LinkedIn profile is just like attending a networking event and sitting in the corner. If you do not put effort into your profile and work to build your online network, your likelihood of making meaningful new connections is slim.

Here are some ways to improve your profile:

- Include a professional photograph to help establish your online professional identity. Your photograph will be displayed next to your headline in search results. Reports have shown that people are more likely to engage with you on LinkedIn if you have a photo
- Add a headline that summarizes who you are in less than ten words. If you are currently working, you may wish to list your current position. We also recommend that you indicate you are an LL.M. candidate at Georgetown Law. Your headline is your opportunity to “grab” the reader.
- Your summary is an opportunity to tell your professional story. How does your past experience (including internships or externships) fit with you future career goals? How has your education prepared you for what you hope to do next? Are you making a career change? Use the summary section to explain why. This space can also be used to highlight any accomplishments and special skills (for example, achievement awards and language skills).
- Ensure that information in your online LinkedIn profile does not conflict with your current paper resume. You should not simply rehash your resume, but you should ensure that your employers, dates of employment, education and professional memberships are accurately reflected in your LinkedIn profile. A good rule of thumb: any time you update your paper resume, you should update your LinkedIn profile. Otherwise, employers may be curious about discrepancies.
- On LinkedIn the goal is to be found online. Configure your profile settings to be the most accessible—people will not be able to find you if they cannot access your profile.
- Aim for 100% profile completeness, as 100% complete profiles rise to the top of legal recruiter

searches.

After Completing Your Profile, Start Making Connections. This helps build your professional profile and will allow you to network with a broad range of interesting practitioners. To facilitate networking, you will be able to see updates from your connections, and you may also see who they are connected to—which can lead to new introductions and networking opportunities. Similarly, your connections will be able to see updates to *your* profile, which raises awareness of new developments in your skills, training and employment.

When adding connections, choose wisely. This is not a numbers game! Your connections should be persons of trust who can vouch for you and who will be willing to introduce you to their contacts. As a starting point, your connections should include:

- People you e-mail often;
- Students and *alumni* from your undergraduate and/or J.D. or first law degree and LL.M. programs;
- Professors from your undergraduate, law degree and LL.M. programs;
- People you meet at professional association events;
- Past supervisors and coworkers; and
- Current supervisors and coworkers.

You should continue to add connections on at least a monthly basis. Remember, your LinkedIn profile should be kept current—and your connections are part of your profile.

Do Not Limit Your Focus to Individuals on LinkedIn. You may “follow” companies on LinkedIn, which allows you to view their current employees, recent hires, new openings and company-specific news. In viewing current employees, you will be able to discern whether any might be in your LinkedIn network or have graduated from any of the academic institutions in your profile, which can facilitate networking to learn about new opportunities. Are you interested in learning the typical candidate profile for the company? Simply browse the profiles of their new hires! If you already have secured an interview with a particular company and the employer has a LinkedIn profile, this is yet another opportunity for research so that you will be prepared for your interview.

Consider Joining Groups of Interest on LinkedIn. In addition to being connected to various individuals and following companies, you should browse the numerous professional groups on LinkedIn and consider joining those that are relevant to your professional career. You can participate in groups to review content, and also post content to groups to build your reputation in a certain field. For example, many LL.M. students join *alumni* groups from their undergraduate, law degree and LL.M. programs. This gives instant access to a number of professionals with like credentials. The Law Center has an official LinkedIn group, “Georgetown University Law Center,” and our office has a subgroup within this group, “LL.M. Careers,” that we strongly encourage you to join. Both groups include *alumni* and current students of the Law Center, and are a great networking platform. Within “LL.M. Careers,” you can also gain insight into your job search as a graduate student.

Similarly, many professional organizations (such as bar associations) have a presence on LinkedIn. There are also a large number of practice-specific special interest groups (for example, Hedge Fund Regulation, MultiState Tax Professionals, or the Legislative Affairs Network) that will allow you to

connect with other practitioners in your field. Legal recruiters often review the online profiles of members in a practice-specific group to source potential leads for open positions they are seeking to fill. Remember to only join those groups that are relevant to your career and focus on quality, not quantity—a few meaningful group memberships will help flesh out your professional profile on LinkedIn, as you can make them visible to those viewing your profile.

Use LinkedIn to Search for Jobs and Find Alumni. LinkedIn is an excellent networking tool, in that it allows you to connect with professionals in your intended field of practice. In addition, many employers actually post job opportunities on LinkedIn. When you have found a posted position in the “Jobs” tab, the posting will list who in your network knows someone at that company. You may also type in the name of the firm, as well as the name of your respective academic institutions, to locate *alumni* who might be willing to assist you.

A LinkedIn Profile Can Enhance Your Professional Presence. A recent study by Microsoft Corp. found that 79% of hiring managers and job recruiters review online information about job applicants before making a hiring decision. Of those, 70% said that they have rejected candidates based on negative information they found online.¹ In addition, a growing number of legal recruiters are using LinkedIn to research and source candidates for open positions. A robust, professional LinkedIn profile goes a long way towards establishing your professional identity online and may open the door to new connections and opportunities. Remember, LinkedIn is a professional networking site: only share your professional profile, and keep your personal thoughts and private information to yourself.

Take it Offline! Your ultimate goal in online networking, including through LinkedIn, is to make solid professional connections that will yield offline results. Do not let online networking be a substitute for in-person contact: making in-person networking connections is still the best way to get a job. Use LinkedIn to facilitate your offline networking by arranging coffees or lunches with some of your most intriguing connections on a periodic basis.

V. LIST OF ONLINE JOB SEARCH AND SOCIAL NETWORKING RESOURCES

The following lists represent only a fraction of the online resources, job databases, blogs and social networking websites that may be applicable to your legal job search. We have compiled these lists as a starting point for your research, but we do not endorse any particular resource listed below. Many legal employers maintain a presence online through their own websites, and an increasing number of employers have begun using blogs and social networking websites such as Facebook, LinkedIn and Twitter to communicate to clients and job-seekers. For that reason, we encourage you to consider traditional and non-traditional online resources when researching potential employers and searching for job opportunities.

¹ Elizabeth Garone, “Five Mistakes Online Job Hunters Make,” *The Wall Street Journal* (July 22, 2010).

1. A Select List of Online Resources to Locate and Research Employers

Georgetown Law Library Job Searching Research Guide—available on the Georgetown Law Library website under “Job Searching” at http://guides.ll.georgetown.edu/job_searching (includes links to a number of online databases, including: AMLaw 100, Chambers USA, Chambers Associate, Directory of Corporate Counsel, Encyclopedia of Associations, Leadership Libraries, Lexis, NLJ 250, and Westlaw) and tutorials online for some of the main resources.

LinkedIn—<http://www.linkedin.com>

Hoya Gateway—<http://hoyagateway.georgetown.edu/>

A. A Select List of Traditional Online Job Databases

General Job Databases

<http://www.glassdoor.com>

<http://www.linkedin.com>

<http://www.lawcrossing.com>

<http://www.careerbuilder.com>

<http://jobs.americanbar.org>

<http://www.bound.com>

<http://www.indeed.com>

<http://www.thebosselists.com/how-to-subscribe-to-our-job-lists>

<http://jobs.vault.com>

<http://www.simplyhired.com>

<http://www.gobiglaw.com>

Washington, D.C. Jobs

<http://www.bradtraverse.com/joblistings.cfm>

<http://www.dcjobs.com>

<http://lanjobs.com/district-of-columbia>

<http://www.washingtonnetworkgroup.com>

<https://jobs.washingtonpost.com>

Government and Public Interest Jobs

<http://www.Idealist.org>

<http://www.psjd.org>

<http://www.USAJobs.gov>

<http://arizonahandbooks.com/u/OPICSSTUDENTS> (Password: MOVINGFORWARD)

<http://www.humanrightsjobs.com> (User ID: KimMatthews Password: KimMatthews)

Capitol Hill Jobs

<http://thebill.com/resources/classifieds/employer>

<http://www.rjjobs.com>

<http://www.workforcongress.com>

In-House and Lateral Jobs

<http://jobline.acc.com/jobs>

<http://www.asaecenter.org/Career/careerbq.cfm>

<http://www.goinhouse.com>

<http://www.laterallink.com>

<http://www.theladders.com>

International Jobs

<http://www.goinglobal.com>

<http://www.devex.com/jobs>

http://www.eurobrussels.com/job_search

<http://www.jobsite.co.uk>

<http://www.overseasjobs.com>

Federal and State Court Clerkships

<http://www.ncsc.org/Education-and-Careers/Jobs.aspx>

<https://oscar.uscourts.gov>

<http://www.uscourts.gov/careers/search-judiciary-jobs>

<http://judicialclerkships.com>

<http://www.nalp.org/judicialclerkships>

Tax Jobs

<http://www.abanet.org/tax/lawstudents/jobs/home.html>

<http://www.ntanet.org/jobs-in-taxation.html>

B. A Select List of Law and Career-Related Blogs

<http://www.abovethelaw.com>

<http://www.adamsmitthesq.com>

<http://blogs.wsj.com/law>

<http://www.deallawyers.com/blog>

<http://www.inhouseblog.com>

<http://www.jdblissblog.com>

<http://www.mysbingle.com>

<http://scoop.jdsupra.com>

<http://seclaw.blogspot.com>

<http://taxprof.typepad.com>

C. A Select List of Entities Posting Jobs on Twitter

<http://twitter.com/DCPolicyJobs>
<http://twitter.com/GetLawyerJobs>
<http://twitter.com/KPMG>
<http://twitter.com/lawjobs>
http://twitter.com/Legal_Times
<https://twitter.com/USAJOBS>

2. A List of Online Resources Referred to Elsewhere in this Career Manual

Georgetown Law Office of Graduate Careers: *<https://www.law.georgetown.edu/your-life-career/career-exploration-professional-development/for-ll-m-students>*

APPENDICES

Appendix A: LL.M. Alumni Profiles

Constantinos Salonidis (LL.M.'10)

Position at the Time of Profile: International Associate, Foley Hoag LLP

LL.M. in International Legal Studies

Democritus University of Thrace School of Law, Ph.D. (2010)

Hague Academy of International Law, Diploma in Public International Law (2006)

Democritus University of Thrace School of Law, Master of Laws in Public International Law (2005)

Democritus University of Thrace School of Law, Bachelor in Law (2001)



1. **What was your academic and/or professional background prior to attending Georgetown Law?**

Before attending Georgetown Law, I worked in the Center for Research and Planning of the Greek Ministry of Foreign Affairs, and as a Research Fellow in the Center for International and Constitutional Institutions of the Academy of Athens, where I provided legal advice to the Greek Ministry of Foreign Affairs and other governmental agencies on issues of EU and public international law. I was also in the process of completion of my doctoral thesis on the topic of amnesties for international crimes.

2. **How has your professional (or personal) experience been enhanced by your membership in the Georgetown Law alumni community?**

Tremendously. The Georgetown law experience introduced me to the law and practice of international investment arbitration. My professors encouraged me to publish my papers and present them at conferences, which increased significantly my visibility at my firm and beyond. I have also come to know that Georgetown Law provides a common link to many practitioners in the field. In addition, the high caliber and diversity of backgrounds of my former classmates has helped me significantly in building a professional network upon which I frequently draw.

3. **What is your advice for current and future Georgetown Law LL.M. students on how best to use their year at Georgetown?**

Firstly, try to finish your readings and read the materials closely -- the goal is not to memorize the information but to absorb it in a concentrated manner. Secondly, do not be afraid to engage with your professors; most of them are practically oriented and appreciative of real world implications and applications of legal principles. Relatedly, seek out people with knowledge and experience in the field of practice that you are interested in and learn from them as much as you can. And of course, socialize and connect with your classmates!

4. **Can someone without previous experience in international litigation and arbitration transfer into this area of practice?**

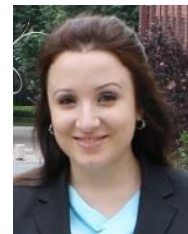
Yes, you can transfer into this area of practice. The skills one acquires in litigation are very similar to the skills that come handy in international arbitration and litigation. That said, international arbitration rules have their own complexities, and most often cannot be fully appreciated without deep engagement with them. And of course, public international law as the law applicable to disputes is truly vast and in some respects foreign to the domestic law experience. Domestic law remains relevant, both as the law applicable to a dispute per the parties' agreement, or other indications, in contract arbitration, and both as fact and as law directly applicable to a particular matter, in the latter instance, through a renvoi effected by applicable public international law. Therefore, the good command of civil and/or common law concepts is a strong plus. However, it is this interplay of different bodies of law that makes international litigation and arbitration so attractive, at least in my eye.

Interview conducted by Nan Wang, Georgetown University Law Center, Master of Laws, May 2016.

Nina Mocheva (LL.M.'06)

Position at the Time of Profile: Dispute Resolution Specialist at World Bank Group

LL.M. in International Legal Studies, Certificate in International Arbitration and Dispute Resolution
Bachelor of Laws, Sofia University St. Kliment Ohridski (2005)



1. **What was your academic and/or professional background prior to attending Georgetown Law?**

I went to Georgetown Law directly after graduation from Sofia University St. Kliment Ohridski. I developed strong interest in dispute resolution so I gained my entry to Georgetown Law.

2. **How has your professional (or personal) experience been enhanced by your membership in the Georgetown Law alumni community?**

I am based in DC and I have participated in many alumni events. The communication with young students and their enthusiasm and passion to find the right career path reminded me of my early years as a young graduate and made me think of all the things I would have done differently, or interpreted differently, had I had my today's mindset and experience. It is great and helpful for my own professional career as well.

3. **What is your advice for current and future Georgetown Law LL.M. students on how best to use their year at Georgetown?**

If you want to work in the States, don't hesitate to ask your professor – the one you write a paper with – whether he needs assistance from you. Usually, a DC law firm dealing with a variety cases, one of which may be related to your country, and that is when you can step in. I got my first job because there was a Bulgarian case in this law firm and Bulgaria is such a small country (compared to China). Even if the professor cannot refer you to a job, the experience of working with him is still precious, and it will open new opportunity for you. You better reach out and take advantage of your living in DC to the fullest. DC is a city with opportunities.

4. **How do you think law students have to determine whether they want to be a transactional lawyer or dispute resolution lawyer? If asked during an interview, what shall a law student say?**

It is not very practical for a new graduate to decide what to do in a law firm because you do not really have working experience. At the initial stage of professional career, you better try different things. But if you really need to answer the question when you are interviewing with a transactional team of a law firm, try put the answer this way: you prefer to working to help clients with a deal in advance to avoid legal risks in the future, not to deal with an existing dispute. Also, as arbitration is much related to litigation, the advocacy skill is required. If advocacy is not your advantage, dispute resolution may not be a perfect choice. When answering the question, remember to focus on the clients. A lawyer is always to realize the best interest of a client. I myself do not like the corporate work and appreciate the creative nature of arbitration. If you truly decide what your interest is, you don't need to use strategy to make the story convincing.

5. **What details of a resume are usually ignored and thus can be improved?**

It is interesting to review resumes from different countries, and I discover that hobbies on a resume is very important. I know many stories, such as the employer will just hire one who shares a similar interest with him. Also, some hobbies indicate your personality and influence your ability to work with the employers. For example, golfing is what you can do with your clients during the weekend. And I notice that on your resume there is violin. Since you have the experience of public performance, you should clarify this detail on your resume, not include just "Violin." Because if you show the past experience that you did public performance many times, people will think you are very confident in the public, which enhanced your competitiveness.

Interview conducted by Yilin Lu, Georgetown University Law Center, Master of Laws in International Business and Economic Law, Certificate in International Arbitration and Dispute Resolution, May 2016.

Claudio Rechden (LL.M.'04)

Position at the Time of Profile: Senior Counsel, International Finance Corporation (World Bank Group)

LL.M. in International Legal Studies

LL.B., Pontifícia Universidade Católica, Brazil (1999)



1. **What was your academic and/or professional background prior to attending Georgetown Law?**

I obtained my LL.B. degree at Pontifícia Universidade Católica, Brazil. After graduation, I joined Papaleo e Ribeiro Advogados S/C in Brazil, and worked as a Litigation Associate from 1999 to 2003, mostly representing financial institutions.

2. **How has your professional (or personal) experience been enhanced by your membership in the Georgetown Law alumni community?**

I wouldn't be able to work at the IFC if I had not engaged the Georgetown alumni community. By connecting with Georgetown Law alums and current colleagues at the time, I expanded my network of friends and ultimately landed my job; I met people here in DC and from all around the world, and got exposed to the American legal system. The work at IFC involves international financial transactions based on US and UK law, and the lawyers coming to work here generally have a legal degree in the UK or US. Georgetown Law prepared me for the opportunity here at the IFC.

3. **What is your advice for current and future Georgetown Law LL.M. students on how best to use their year at Georgetown?**

Do not miss networking with your colleagues. People usually only focus on networking with people in high positions, but interaction with peers should have the same attention. Your peers are as focused as you are in finding jobs, expanding networks, and making the most out of the year here. Also, as colleagues, people may be more willing to help each other out more. It is also important to keep in touch with the university after graduation.

4. **What parts of your job do you find most challenging? What parts do you find most rewarding?**

The job is intellectually challenging; it's like solving puzzles. You need to deal with different legal systems at the same time, figure out what is the best legal advice, taking into account business and legal perspectives. Often times my work involves aligning different parties' interests. It takes time and effort to do so, to have a common strategy considering IFC is such a big organization, a big team, and we need to think about our role not only as a financier but also as a developmental organization. Also the work demands a lot of travelling, as well as managing different transactions at the same time.

5. **What do you consider the most essential skills for this career?**

Analytical and communication skills. You need to understand the risks, understand how to mitigate the risks, and add value to the business decisions. Be the actual bankers' advisor. You need to ask the right questions, and learn when to do so. Also, as the work involves dealing with teams, so interpersonal skills are highly valued. Besides, the World Bank Group is a multicultural environment, so it is important to be culturally sensitive and a promoter of diversity.

Interview conducted by Xuan Liu, Georgetown University Law Center, Master of Laws in International Business and Economic Law, May 2015.

Rui W. Geissler (LL.M.'05)

Position at the Time of Profile: Of Counsel, Muncy, Geissler, Olds & Lowe, P.C. (MG-IP®)

LL.M. in General Studies

Master of Laws in Intellectual Property Law, Seikei University (2002)

Bachelor of Laws, University of International Business and Economics (1996)



1. What was your academic and/or professional background prior to attending Georgetown Law?

I worked at a law firm for two years in Beijing after graduating from college. Then I went to Tokyo for my master degree while working part-time at a Japanese Intellectual Property (IP) firm. After graduation, I went back to the same firm in Beijing and joined their IP team.

2. How has your professional (or personal) experience been enhanced by your membership in the Georgetown Law alumni community?

Georgetown LL.M. program is definitely an outstanding program. The longer I am working in the U.S., the more I find myself benefiting from the legal knowledge obtained from Georgetown's LL.M. program and Hoya spirit. Also, Georgetown alumni network is a strong community, wherever you go in the world, especially in Washington DC. In the meantime, being a member of such a great community is more about how much you can contribute to this community than how much you can take from Georgetown community. There is so much you can do out there as a Georgetown Alumni. The website of our Georgetown Alumni Association is a great start.

3. What is your advice for current and future Georgetown Law LL.M. students on how best to use their year at Georgetown?

One year at Georgetown is short, but tense and you need to work hard. Among all the great professors at school, the adjunct professors from the law firms are also a unique and valuable resource. Their lectures are full of frontline knowledge as they are practitioners in the field and have many years of experience. Also, build up your own professional network and meet as many people as you can at school and out of school. Don't forget you are in D.C.! There are so many professional and cultural events almost every day in the city. Explore the beauty of the capital and embrace the diversity of culture here! For a foreign LL.M. student from Asia like myself, go to travel to other states and other countries nearby, if you can!

4. What are important traits for candidates seeking opportunities to practice in IP area in the U.S.? How could we enter into this area?

For students with a science degree, patent law will be a great choice. For students without such a technical background, I would suggest trademark, copyright, or IP litigation. You are in the IP epi-center, in particular with the U.S. Patent and Trademark Office. Take advantage of it and make good use of student discounts of IP events in town! Through our strong alumni network, it is not difficult to find other alumni working in the IP field. Reach out to them in a professional way and keep your mind open!

5. What is your advice on networking for current LL.M. students? Are there any typical mistakes we should avoid?

Don't be afraid of making mistakes. BE CONFIDENT! After meeting people at the events, write a polite thank-you e-mail to follow-up. It is simple but I realize that not every person would do it. Also keep your eye on emerging legal issues and other hot political, economic and cultural topics in the U.S., your home country and in the world. Then you will find out that it is not difficult to make a great and inspiring conversation with a stranger.

Interview conducted by Jiaxi Ye, Georgetown University Law Center, Master of Laws in General Studies, May 2016.

Dr. Hemma Ramrattan (LL.M.'10)

Position at the Time of Profile: Senior Counsel, United States Securities and Exchange Commission

LL.M. in Securities and Financial Regulation

Bachelor of Laws with European Study (Spain), University of Exeter (1999)

Bar Vocational Course (BVC), Post Graduate Diploma in Law, University of West England (2002)

Ph.D. International Law, War, University of Exeter (2008)

1. What was your professional and/or academic background prior to attending Georgetown Law?

Prior to attending law school, I practiced law in the UK as a barrister: a specialist trial attorney, for approximately 8 years. At the same time, I held various teaching positions and taught law for approximately 6 years, first at the University of West England in Bristol and then at the Inns of Court School of Law at City University in London. While teaching, I was responsible for training and overseeing a number of student clinics and projects and my contributions earned me the Law Works Prize for Best Contribution by an Individual to Probono in the UK (2008). I also worked briefly with the United Nations, as an advisor to the Government of Guyana.

2. How did you start your career with the United States Securities and Exchange Commission (SEC)?

I practiced criminal law in the UK and became increasingly interested in white-collar crime, securities regulation and the vibrant securities enforcement programs here in the United States. In order to learn more, I applied to the SEC for an internship even before starting my LL.M. in Securities and Financial Regulation at Georgetown and my application was accepted. I ended up interning at the SEC through the summer, fall and spring semesters and eventually managed to secure an attorney position in the Enforcement Division of the SEC.

3. What academic courses at Georgetown should one pursue if one chooses to follow a similar career path?

For someone with similar career interests, I would think that the LL.M. in Securities & Financial Regulation would be hugely beneficial, albeit not a pre-requisite. A student interested at working with the SEC would do well to acquaint himself / herself with the various divisions at the agency, and the scope of work undertaken by each such division and identify individual professors and Georgetown alumni that work in their areas of interest. This can also help candidates to tailor their course selections to complement their desired position within the SEC.

4. Would you recommend an externship?

I would highly recommend that students consider an externship and indeed seize any opportunity to gain practical experience, not to mention earning valuable references and the opportunity to create relevant writing samples. In my case, the externship ended up being a de facto interview for the job. Students can always supplement their academic goals by requesting permission to audit extra classes.

5. Would you please describe a typical work day for me?

No workday at the SEC's division of enforcement can be characterized as typical. The work relates to investigation of potential violations of the federal securities laws, and prosecution of the same in the federal courts or as part of in-house administrative proceedings. Accordingly, the workday may entail review of tips, complaints and other documents filed with the SEC to determine whether there have been violations of the securities laws. An SEC enforcement attorney may use a variety of tools to investigate a matter, including for example issuing subpoenas to individuals, banks, or third party service providers calling for the production of documents, or the sworn testimony of individual witnesses.

6. **What specific skill sets would come in handy for a similar job profile?**

Prior experience in litigation and/or the conduct of investigations, along with good research, drafting/ writing and communication skills, are most useful for a candidate applying for a position with the SEC's division of enforcement.

7. **How has being a Georgetown Law alumna added to your professional (or personal) growth?**

The Georgetown Law experience was instrumental to me in securing a position with the SEC and continues to benefit me even 5 years after graduating. It gave me the much-needed platform to meet and speak with people who work with the SEC.

8. **What would be your advice for current and future Georgetown Law LL.M. students on how best to use their school year at Georgetown?**

I would advise every student to make most of the unparalleled opportunity to interact with the distinguished faculty at Georgetown, given that a majority of them are leading practitioners and academicians in their respective fields of law. I recommend that students use their time at Georgetown to embed themselves in the Georgetown community, for example by joining student groups, participating in alumni events, offering to act as a research assistant to professors, creating and organizing events and opportunities to invite professionals to meet with students and even publishing scholarly articles with the help of professors and Georgetown journals. Finally, don't wait until the end of the year to look for a job, there are opportunities you must seize from day one while on campus.

Dr. Ramrattan has answered these questions in her personal capacity. The Securities and Exchange Commission, as a matter of policy, disclaims responsibility for any private publication or statement by any of its employees.

Interview conducted by Anuradha Mohanty, Georgetown University Law Center, Master of Laws in Taxation, May 2016.

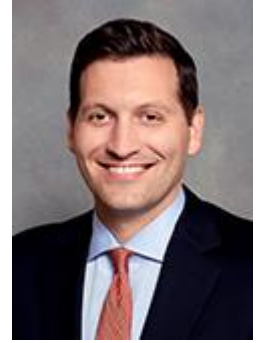
Andrew Strelka (LL.M.'10)

Position at the Time of Profile: Counsel, Miller & Chevalier Chartered

LL.M. in Taxation, with distinction, Dean's List

J.D., American University Washington College of Law, cum laude (2008)

B.A. (Economics), University of Virginia (2002)



1. What was your academic and/or professional background prior to attending Georgetown Law?

During law school, I was the student that hand-delivered an application to the IRS each semester. Without so much as a call-back from the government, I applied to Georgetown, thinking my luck might change with a tax LL.M. During my evidence class, I recall receiving an e-mail offering me admission and a Graduate Tax scholarship. My subsequent in-seat-celebration led to a Socratic grilling on character evidence. Luck struck twice however, and two weeks before graduation I received a job offer from the IRS. I turned down the scholarship, accepted the job, and switched to the part-time LL.M. program.

2. How has your professional (or personal) experience been enhanced by your membership in the Georgetown Law alumni community?

Imagine that you went to law school but everyone was in your field. Further imagine that even if you don't run into an alum on a weekly (if not daily) basis, the Law Center's dedicated staff keeps track of everyone and makes sure you stay in touch with former classmates as well as meet new members of the tax LL.M. community.

3. What is your advice for current and future Georgetown Law LL.M. students on how best to use their year at Georgetown?

Engage your classmates and professors. Make friends. It won't be long before you see them from across a courtroom or conference table.

Interview conducted by Andrew Astuno, Georgetown University Law Center, Master of Laws in International Business and Economic Law, May 2016.

David Rogers (LL.M.'89)

Employee Benefits Law

Position at the Time of Profile: Chair of the Employee Benefits, Executive Compensation and Labor and Employment Practice at McDermott Will & Emery

LL.M. in Taxation

J.D., American University-Washington College of Law (1985)

B.S., Florida Southern College (1982)



1. **What was your academic and/or professional background prior to attending Georgetown Law?**

I received J.D. from American University-Washington College of Law in 1985. While I attended Georgetown University Law Center (Georgetown Law) to get my LL.M. in Taxation, I was working with the group of the Employee Retirement Income Security Act of 1974 (ERISA) at Price Waterhouse.

2. **How has your professional (or personal) experience been enhanced by your membership in the Georgetown Law alumni community?**

Georgetown Law is our D.C. office primary school for recruiting. Thus, we have a number of Georgetown Law colleagues. In addition, I have been active with the Washington Legal Clinic for the Homeless and we count on Georgetown Law every year with Home Court. Therefore, we have a lot of interaction with Georgetown Law.

3. **What is your advice for current and future Georgetown Law LL.M. students on how best to use their year at Georgetown?**

If you did not go to Georgetown Law for other academic degrees, or are new to Washington D.C., you should recognize that Georgetown Law and Washington D.C. have a lot to offer great opportunities every day. Washington D.C. has one of the best legal markets in the country. Therefore, I would say to try to experience those opportunities such as an externship with any one of the globally important organizations headquartered here while you are in D.C.

4. **How did you enter into this field?**

I was working in the field of the ERISA when I started my LL.M. in Taxation at Georgetown Law. I was always interested in tax and accepted a position in 1984 that allowed me to rotate amongst three areas. I enjoyed the ERISA practice from the beginning.

5. **What do you consider the most essential skills for this career?**

I would say that patience, the ability to research, approach to thinking about the next issue, and ramifications of your advice are the most essential skills for the practice in the employee benefits area.

6. **What academic courses or work experience do you think is important to have to get into your field?**

The ERISA is really a tax and labor law based area of the law. Accordingly, interest in those areas is helpful to get into the practice in the employee benefits area.

Prepared by Monica Lee, Georgetown University Law Center, LL.M. in Taxation and Certificate in Employee Benefits Law, May 2017.

Graham Green (LL.M.'10)

Position at the Time of Profile: Associate, Sutherland Asbill & Brennan LLP
LL.M. in Taxation, with distinction
Juris Doctor, Harvard Law School (2007)



1. **What was your academic and/or professional background prior to attending Georgetown Law?**

I graduated from Harvard Law School in 2007 and my first position after law school was as a tax associate at Dewey & LeBoeuf LLP here in D.C. While working at Dewey & LeBoeuf, I completed my LL.M. in Taxation at Georgetown as a part-time student taking classes in the evenings and on Saturday mornings. This arrangement worked well for me because my classes helped me with questions at work and what I learned at work helped me with my classes as well.

2. **How has your professional (or personal) experience been enhanced by your membership in the Georgetown Law alumni community?**

Like any specialty, there is a steep learning curve in tax, particularly in the first few years of practice. The Tax LL.M. program was critical to helping me move up that learning curve during my first few years of practice. Personally, I have enjoyed being part of the extensive network of Georgetown alumni here in D.C. I'm a member of the Recent Alumni Advisory Council, which helps keep alumni engaged with Georgetown Law during their first 10 years after graduation and it's been an enjoyable and rewarding experience getting to meet alumni this way.

3. **What is your advice for current and future Georgetown Law LL.M. students on how best to use their year at Georgetown?**

Georgetown Law has so much to offer and one of its strengths is its location in D.C. There are many off-campus opportunities to grow your professional network and knowledge of your field. For instance, the American Bar Association, Federal Bar Association, and D.C. Bar, among others, all offer opportunities to network and learn during your time in D.C. It can be hard to break away from classes and studying, but even attending one of these off-campus events a month will help you get the most out of your time at Georgetown.

4. **Could you please describe a typical work day?**

Every day is different but I always start each work day by reviewing news stories in Tax Notes Today and BNA for new developments in my field. After that I spend much of the day on research and writing projects for clients. Without fail I learn something new each day either about tax or the practice of law, which keeps things interesting and challenging.

5. **What parts of your job you find most rewarding?**

The most rewarding part of my position at Sutherland, Asbill & Brennan LLP is the opportunity to be a part of a team that helps resolve complex tax issues for clients. Every day I get to contribute to that team and learn from my colleagues.

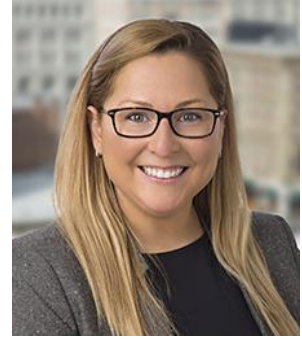
6. **What academic courses or work experience do you think is important to have to get into your field?**

Building a broad base of substantive knowledge and understanding of the Internal Revenue Code is essential to succeeding as a tax associate. I'd recommend that every Georgetown Tax. LL.M. candidate take courses in Corporate, International, and Partnership tax before graduating. Having this base will make answering the more specialized questions you'll face while practicing much more manageable.

Interview conducted by Yuval Ruppim, Georgetown University Law Center, Master of Laws in Taxation, May 2016.

Emily Plocki (LL.M.'11)

Position at the Time of Profile: Associate with the Tax and Wealth Planning Group at Venable
LL.M. in Taxation, Certificate in Estate Planning.



1. What was your academic and/or professional background prior to attending Georgetown Law?

My undergraduate degree was in American Studies/Art History, with a concentration in Law and Society. After obtaining my BA from Kenyon College, I went directly to Toledo College of Law for my JD, and then to Georgetown for my LL.M.

2. How has your professional (or personal) experience been enhanced by your membership in the Georgetown Law alumni community?

Developing relationships is key to success. Being a part of the Georgetown Law alumni community has allowed me to further my current relationships and grow new ones.

3. What is your advice for current and future Georgetown Law LL.M. students on how best to use their year at Georgetown?

I would offer two pieces of advice to a current LL.M. student. First, get to know your professors. Your professors are mainly adjuncts that are the leaders in the field for which they are teaching. They have a great understanding of the current job market, they know where the openings are and can help open doors for you at those places. Second, when you are going through TIP, put your head down and worry about yourself. It is very easy to stress yourself out when you are constantly comparing the amount of interviews you received with that of your peers.

4. When you have conducted interviews from the employer side, what are some of the initial characteristics in an applicant that you look for?

Being able to communicate is one of the first things that I look for. Students should be clear and articulate in expressing their thoughts. Moreover, I am looking for someone who can be personable. It is important for a student to remember that the people who are interviewing them are most likely the people who they will be working with if they get hired.

5. You completed the Estate Planning Certificate and are now a member of Venable's Tax and Wealth Planning Group. Were there classes not part of the certificate program that you found useful in your career?

There were many classes that I took where understanding the tax principles has benefited my practice. Part of being a good lawyer is being able to spot the issues. Having taken some of the foundational tax courses has allowed me to spot prevalent issues that I would have never discovered. Even though I most likely do not have the knowledge to solve many of those issues, because I was able to spot them, I am able to work with other members of my firm who are experts in those fields in order to solve them.

Interview conducted by Brian Libes, Georgetown University Law Center, Master of Laws in Taxation, May 2018.

Lowell M. Zeta (LL.M.'15)



Position at the Time of Profile: Senior Associate at Hogan Lovells.
LL.M. in Global and U.S. Health Law, Certificate in U.S. Healthcare Law

1. What was your academic and/or professional background prior to attending Georgetown Law?

I started my legal career in southern California in 2008, focusing on litigation and investigational matters involving clients in several industries. I grew up in a family of physicians and nurses, so I've always had an interest in the healthcare industry. In fact, I was a summer associate with the corporate legal and risk management departments of Cancer Treatment Centers of America in Chicago, IL, from 2006-2008. After developing some of the fundamentals practicing as an attorney, several trials, depositions, and court hearings, I became determined to focus this skillset on an industry that I'm passionate about. I decided to move to Washington, D.C., to enroll in the Global Health LL.M. program at Georgetown Law to advance my regulatory and litigation practice in the healthcare and life science industry. After graduating in 2015, I joined Hogan Lovells LLP as an attorney in the Pharmaceutical and Biotechnology practice.

2. How has your professional (or personal) experience been enhanced by your membership in the Georgetown Law alumni community?

The Georgetown alumni community has been a significant benefit to my career and personal development. The alumni community in D.C. is active and vibrant allowing me to rapidly expand my professional network, despite picking up my career in a new field and across the country. I have maintained close relationships with my Georgetown classmates all of whom are working in healthcare related fields with federal agencies, international courts, non-profit organizations, and law firms in the U.S. and abroad.

3. What is your advice for current and future Georgetown Law LL.M. students on how best to use their year at Georgetown?

The LL.M. program is a tremendous opportunity to advance your legal education and career, and to develop life-long relationships with professors and colleagues from all over the world. Your time in the program will pass quickly, so staying active and engaged from the beginning is important. Meet with your professors to learn more about the current and emerging issues they're seeing in practice. Look for opportunities to attend industry conferences and meetings that are relevant to the type of work that you're interested in. In my spring semester, I attended a Congressional hearing relating to a federal healthcare program, which was the catalyst for a paper submitted for a class and an article published in the Food and Drug Law Journal in 2015.

4. What Georgetown Law classes would you say may be more helpful in order to work in a law firm?

My LL.M. curriculum was curated with assistance from Georgetown and the O'Neill Institute. I arrived with a fairly clear objective of transitioning my broader litigation experience to a career focusing on regulatory compliance and enforcement issues facing the life science industry. While all of my classes were helpful, the Law and Regulation of Drugs, Biologics and Devices, Healthcare Privacy, and Healthcare Fraud and Abuse classes have proved the most relevant based on the types of legal issues I routinely see in my practice. If you're intending to join a regulatory practice in a D.C. law firm, I'd recommend taking classes to develop a deeper understanding of administrative law and procedure, and classes focusing on the relevant U.S. laws and regulations impacting the type of work you're interested in.

5. Would you say that healthcare area of practice may have a demand for international students?

Healthcare is a complex industry built on a myriad of stakeholders that could certainly benefit from the perspectives of international students. In particular, health experts study and learn from healthcare programs in other countries to develop new U.S. policies to provide better access to adequate healthcare services that are affordable. International students with experience working with their country's healthcare programs could provide valuable first-hand knowledge. This knowledge could be valuable to a non-profit organization studying the potential impact of new policies in the U.S., or perhaps advising a healthcare company on novel programs to increase access to necessary medicines. Students with this experience and working knowledge, who focus their LL.M. coursework on learning the fundamentals of the U.S. healthcare regulatory system, would be a tremendous asset to their future employers.

Interview conducted by Luciana Mayumi Sakamoto, Georgetown University Law Center, Master of Laws in Global Health Law, May 2018.

Anna Toubiana (LL.M.'14)

Position at the Time of Profile: International Associate with Foley Hoag LLP
LL.M. International Business & Economic Law, Certificate in International Arbitration,
with distinction



1. What was your academic and/or professional background prior to attending Georgetown Law?

Before attending Georgetown Law, I interned at Alstom Group, a French company that promotes sustainable mobility, followed by an internship at the Permanent Mission of Mexico to the United Nations. Interning for the UN was a fantastic experience, especially given my international upbringing and ability to speak a variety of languages. I also interned at Z.R. Avocats, a small law firm located in Paris, France that specializes in property and commercial law.

2. How has your professional (or personal) experience been enhanced by your membership in the Georgetown Law alumni community?

Tremendously. The Georgetown Law experience further expanded my knowledge of international arbitration and introduced me to the practical side of it. My professors put me in touch with various practitioners, which is how I expanded my list of contacts and managed to get my externship at Weil, Gotshal & Manges. What was also wonderful about studying at Georgetown Law is how professors ultimately became part of my professional connections and still play a big role in my career in the field. In addition, Georgetown Law made it very easy to network with my classmates, and I was very lucky to have made great friends and to have found my soon-to-be husband, a fellow LL.M. classmate.

3. What is your advice for current and future Georgetown Law LL.M. students on how best to use their year at Georgetown?

First, prepare well for class by finishing your readings and reading the materials closely—the goal is to understand the material well enough to participate in class discussion; the Socratic method requires preparation! Second, create as many contacts as you can and make use of the Careers Office; their knowledge and assistance is truly invaluable. Attend career events organized both by the school and other associations and use all the resources provided by the school. Lastly, socialize and connect with your classmates. This year goes by very quickly, so remember to also have a bit of fun and enjoy D.C.

4. How did you enter into this field?

I have always been keen on working in an international setting, where I can utilize my language skills and multicultural upbringing. I have also been very interested in international arbitration since my time at Sorbonne. So, when I came to Georgetown Law I took advantage of all the international arbitration classes and got to know the amazing faculty, many of whom were practitioners in the field. I met a lot of people through my professors and I did an externship in the field so as to put theory to practice and show potential employers my passion in this area of law.

5. What is your advice for students who wish to enter the field of International Arbitration?

First, you have to understand that you will have to do a lot of networking. Definitely use your professors and resources provided by the school, but also do your own research and reach out to people independently. Second, take advantage of the externship opportunities. Do one or two externships to show your interest in this practice area and to create invaluable contacts. You never know whether an externship may turn into a full-time job after graduation. Last, keep up-to-date with arbitration-related news to prepare yourself for interviews. You need to realize that there are many qualified people in D.C. who speak myriad languages, so you must first put yourself out there to meet the right people and you be well prepared for interviews.

Interview conducted by Maria Kalousi-Tatum, Georgetown University Law Center, Master of Laws in Environmental & Energy Law, May 2018

Zheng (Bangle) Huang (LL.M.'16)

Position at the Time of Profile: Senior Tax Consultant with the International Tax Group at Deloitte
LL.M. in Taxation, Certificate in International Tax



1. **What was your academic and/or professional background prior to attending Georgetown Law?**

I studied at China University of Political Science and Law (CUPL) from 2003 to 2010 for my Bachelor of Laws and Master of Laws degrees. I focused my study on comparative law in tax law area between China and U.S. legal systems during my master of laws program at China University of Political Science and Law CUPL. I practiced tax law at Deloitte (China) Beijing office for 4 years and 6 months before I came to Georgetown.

2. **How has your professional (or personal) experience been enhanced by your membership in the Georgetown Law alumni community?**

Yes, absolutely. Georgetown has so many top-notch professors. The Taxation Interview Program (TIP) is a really good opportunity that Georgetown Law offered. I also met many good friends here.

3. **What is your advice for current and future Georgetown Law LL.M. students on how best to use their year at Georgetown?**

Focus. No matter for your academic courses or working, you need to be focus. For fall semester, you really need to focus on your courses-work to receive good grades. You can encourage yourself to participate more in the class discussion and have more interactions with the professors. I found that study-group is a good way to help me study as well. Besides, Georgetown Law provides so many networking events, it's good to attend these events when you have time. Lastly, try to become friends with your classmates.

4. **How did you enter into this field?**

I was inspired by one of professors at CUPL while I was enrolled in the masters of law program. My supervising professor was practicing tax law in U.S. before he started teaching at CUPL. Under his supervision, I did legal research about comparison of China and U.S. tax law system and wrote a graduation thesis about International indirect tax (value added tax). There were not many tax practice groups in law firms at the time when I graduated (2010). Therefore, I aimed at the Big 4 accounting firms for my post-graduation first job and I successfully received an offer from Deloitte (China) Beijing office.

5. **Could you please describe a typical work day for me?**

Normally, I come in the office around 9:30am, go through my inbox and to-do-list of the day. I would first reply to emails which require my quick turnaround or pending my responses, I feel that I spend a decent amount of time on these email-correspondences every day. It could be with my team members or colleagues from member firms in other countries. After taking care of these urgent emails, I would start to work on deliverables that might be due that day or to be due soon. The deliverables could be in any format, it could be a power-point deck or an excel spreadsheet laying out tax considerations, a memorandum or tax opinion in Word addressing our position with respect to certain business transactions or arrangements, or tax returns. During the day, I might also have some scheduled meetings. I would take a break around lunch time, maybe walk out for a cup of coffee and grab something to eat. I normally leave the office around 5 to pick up my kid from school but once get home, it's very likely that I still have some works to be wrapped up for the day, so I could work late each day.

6. **What academic courses or work experience do you think is important to have to get into your field?**

I took all international tax certificate required courses (U.S. Inbound International Taxation, U.S. Outbound International Taxation, Tax Treaties and Survey of Transfer Pricing), Corporate Income Tax I and Advanced International Tax. I think you will encounter many outbound related issues if you practice international tax after graduation, so it's necessary to take outbound related course. I didn't get the time to do the externship, because I need to fulfill the academic credits requirement for sitting in the NY Bar Exam. But I think doing externship would be a good work experience.

Interview conducted by Linyan Leng, Georgetown University Law Center, Master of Laws in Taxation, May 2018.

Naoto Nelson Saika (LL.M.'15)

Position at the Time of Profile: International Trade Analyst at White & Case LLP
LL.M. in International Business and Economic Law, Certificate in World Trade Organization Studies



1. **What was your academic and/or professional background prior to attending Georgetown Law?**

After I earned my Bachelor of Laws in Japan, I worked for a multinational corporation in Tokyo as an international grain trader for three years in Japan and four years in the United States. Throughout my career as a grain trader, my interest in the legal structure of international trade under the World Trade Organization grew. So, I decided to go back to law school and study international trade law. After some research, I discovered that the best place for the study was Georgetown University Law Center.

2. **How has your professional (or personal) experience been enhanced by your membership in the Georgetown Law alumni community?**

Since my graduation from Georgetown Law, I have worked at the World Trade Organization, New Markets Lab and Georgetown Law, and now I am with White & Case LLP. I met Georgetown Law alumni at each of these work places and have received invaluable advice and guidance from them. I am convinced that Georgetown Law alumni have a strong presence in the field of international trade law and are willing to help each other.

3. **What is your advice for current and future Georgetown Law LL.M. students on how best to use their year at Georgetown?**

I would recommend three things. First, choose a class that allows you to write a paper. I can say from my experience that having a strong writing sample in your field is extremely important during the job hunting process. Second, reach out to professors. The professors can really make the difference in your career. Also, make sure to ask for their advice with respect to your selection of courses. Georgetown Law offers many great courses. In my case, receiving professors' tailored advice on course selection based on my interests was very helpful. Lastly, study hard and enjoy your year. Upon completion of one spectacular year at Georgetown Law, many doors that I had not even known existed were open in front of me.

4. **What is your advice for someone who is planning to take the Bar exam?**

I understand that many Georgetown LL.M. students take the New York Bar exam upon graduation. It is important to know that waiving in to the D.C. Bar based on the New York Bar license will usually take five years for foreign-trained LL.M. graduates. If you are planning to work in D.C. after graduation, make sure to consult with the Office of Graduate Career and Professional Development about potential hurdles you may face due to this requirement.

5. **What Georgetown Law class or professor has had the greatest impact on your career?**

All professors whom I met at Georgetown Law had a deep impact on me. In particular, Professors Jennifer Hillman and Joost Pauwelyn gave me tireless support concerning my academic interests and career development, for which I will always be grateful. I took Joost's International Trade Law in the fall semester and International Trade and Investment Law Practicum (now International Economic Law Practicum), which was taught jointly by Joost and Jennifer in the spring semester. I was extremely delighted to be introduced to the world of WTO law by Joost, who was always engaging and encouraging. Working on a specific project pertaining to WTO law throughout the semester with two of my teammates (and great friends) under the supervision of Jennifer was the highlight of my time at Georgetown Law. I still often fondly look back on those meetings held at Jennifer's office where we freely exchanged our views of legal issues. Jennifer and Joost are now my wonderful mentors and friends, and I am looking forward to our next chance to have dinner together.

Interview conducted by Denise Okimura, Georgetown University Law Center, Master of Laws in International Business and Economic Law, May 2018.

Appendix B: LL.M. Employers Lists

Guide to Foreign Associate Programs and Other Law Firm Positions for Foreign-Trained LL.M. Students

Large law firms with international business interests typically hire foreign-trained LL.M. students through foreign associate programs.¹ While most U.S. law firms have very few positions available for international lawyers, they will employ international lawyers through these programs (i) to facilitate business relationships between the firm and a given country and (ii) to fill specific needs within a practice area for lawyers with training and language abilities from a particular country. In the former instance, recruiting tends to be for students from countries where the firms may have an existing office or where they wish to conduct business in the future and hiring timelines and patterns may be more cyclical (e.g., hiring through the International Student Interview Program in New York City in the spring semester). In the latter instance, students have found success in obtaining positions on an as needed basis throughout the LL.M. academic year and even after graduation, as needs develop at the firm.

The countries of interest to law firms change with the economic climate within the United States as well as with economic conditions around the world. In many circumstances, where you are from may be more important to law firms than your achievements. The table below lists recent private sector employers and the Georgetown Law LL.M. graduates who were hired into foreign associate programs, and the countries in which those students received a first law degree. Please note that this information is compiled from voluntary exit surveys from graduates.

Georgetown Law LL.M. Classes of 2016-2021 – Law Firm Foreign Associate Programs				
Name of Student	NetID	Country of First Law Degree	Law Firm	Location
Boris Espinoza	bic	Peru	Baker Botts, LLC	Washington, DC
Yuta Nakagawa	yn112	Japan	BakerHostetler	Washington, DC
Damian Vallejo	dv325	Spain	Chadbourne & Parke LLP	New York, NY
Hernan Chiriboga Novillo	hac57	Ecuador	Clifford Chance	Washington, DC
Simon Stoehlker	ss4325	Germany	Covington & Burling LLP	New York, NY
Hugo Rodrigues Furquim Leite Casella	hrc35	Brazil	Davis Polk & Wardwell LLP	New York, NY
Joyce Moore	jmm617	Peru	Davis Polk & Wardwell LLP	New York, NY
Daniela Mejia	dm1302	Colombia	Dentons	Washington, DC
Eric Carles	ejc73	Panama	DLA Piper	Washington, DC
Ana Khouri Naissir	ae107	Colombia	Donahue & Partners LLP	Chicago, IL
Alexander González Castillo	wag38	Guatemala	Freshfields Bruckhaus Deringer	Washington, DC

¹ Law firms have different names for their foreign associate programs. Some firms call it a visiting lawyers program and others refer to it as international associate programs.

Georgetown Law LL.M. Classes of 2016-2021 – Law Firm Foreign Associate Programs				
Name of Student	NetID	Country of First Law Degree	Law Firm	Location
Alexandre Alonso	aa1593	Spain	Freshfields Bruckhaus Deringer	Washington, DC
Nicolas Cordoba Pineda	nc671	Colombia	Freshfields Bruckhaus Deringer	Washington, DC
Diego Casillas	dc1170	Mexico	Grant, Hermann, Schwartz & Klinger LLP	New York, NY
Yuri Andrey Freitas	ymf6	Brazil	Grant, Hermann, Schwartz & Klinger LLP	New York, NY
Felipe Krausz	fdk6	Brazil	Hogan Lovells	Washington, DC
Qing Lyu	ql75	China	Hogan Lovells	Washington, DC
Anabl Vial	aiv8	Chile	Holland & Knight LLP	Miami, FL
Ernesto Mendieta Marquez	emm1122	Mexico	Innovista Law PLLC	Richmond, VA
Mariana Veiga	mdv32	Brazil	Jones Day	New York, NY
Paloma Cipolla Moguilevsky	pc858	Argentina	Jones Day	Washington, DC
Renzo Seminario Cordova	rjs299	Peru	King & Spalding	New York, NY
Lei Yang	ly143	China	Kobre & Kim	New York, NY
Sy Nae Kim	sk1720	South Korea	Kobre & Kim	Washington, DC
Jerónimo Ramos Arozarena	jr1697	Mexico	Milbank LLP	New York, NY
Daniela Acevedo Calle	da701	Colombia	Norton Rose Fulbright US LLP	Houston, TX
Jorge Garduno	jlg261	Mexico	Paul Hastings LLP	New York, NY
Rafael Ferreira de Siqueira	rf768	Brazil	Paul Hastings LLP	Washington, DC
Hortensia Medina	hm763	Brazil	Paul Hastings LLP	Washington, DC
Jan Oeking	jo726	Germany	Reiss+Preuss LLP	New York, NY
Juan Vignolo	jv548	Argentina	Shearman & Sterling	New York, NY
Stephanie Howard Peña	sth59	Costa Rica	Shearman & Sterling	New York, NY
Ana Maria Sanchez Acosta	as4070	Colombia	Sidley Austin LLP	New York, NY
Andrea Zumbado	az369	Costa Rica	Sidley Austin LLP	Washington, DC
Bruno Baigorria	bb960	Peru	White & Case LLP	New York, NY
Julian Uribe	ju118	Colombia	Willkie Farr & Gallagher	New York, NY
Rodolfo Janick Herrera Moro Saft	rjh119	Mexico	Winston & Strawn	New York, NY

LL.M. students hired into foreign associate programs, in addition to being from specific countries of interest and licensed to practice in their home country, all have work experience that would be of interest to their potential law firm employer. These students will generally have about 4-8 years of legal work experience following graduation from their first law degree, at the following types of employers:

- Large law firms in their home country;
- Relevant government ministries (e.g., the Ministry of Trade); or
- Multinational or other large companies, such as prominent investment banks.

The more similar your prior legal practice is to what you are seeking, the more attractive you will be to that employer: Georgetown Law LL.M. students who have been successful in finding positions with law firms typically have prior work experience in the same practice area. Further, law firms desire candidates with strong English ability, both spoken and written. Finally, firms seek students who will fit in with the “personality” of the firm. Excellent interpersonal skills demonstrated during interviews will assist you in securing job offers.

Students typically find these positions through a variety of methods:

- **Introductions from prior employers:** Before arriving at Georgetown Law, many foreign-trained LL.M. students have obtained U.S. contacts from colleagues in their home country. These contacts may already be working at law firms with foreign associate programs or they may be able to provide invaluable introductions to firms in the U.S. via a phone call or e-mail. There is a strong preference by many U.S. law firms for LL.M. students who have an affiliation with the firm through his or her home firm or company, so introductions from prior employers can be extremely valuable.
- **Applications to named foreign associate programs:** Students who match the characteristics outlined above but who do not have personal connections to law firms have been able to apply directly to law firms with formal visiting attorney programs, some examples of which are included in the chart below. While many law firms offer positions to LL.M. students who have an affiliation with the law firm, through a previous employer or because they have secured a permanent offer in the law firm’s foreign office, students who can make a compelling business case for being hired sometimes can find success through this method.
- **The International Student Interview Program (ISIP):** Georgetown Law co-sponsors a job fair in New York City for foreign-trained LL.M. students. This job fair takes place during the spring semester and is a pre-screened interview program. Participating employers, which are primarily law firms and corporations outside the United States, request student resumes based on country of first law degree and select students they wish to interview. A minority of the employers at ISIP are firms interviewing for their U.S. offices—the list from 2020 is included in a chart in this handout; a full list of employers that participated in last year’s ISIP is posted on our website.

Sample Named Foreign Associate Programs		
Name of Firm	Program Name	Program Description
Alston & Bird	New York Office Referendare Program	Over the past decades, Alston & Bird’s New York office's internship program for foreign lawyers has built a reputation of excellence. The

Sample Named Foreign Associate Programs		
Name of Firm	Program Name	Program Description
		three-month program attracts law students, postgraduate legal interns (Referendare) and others who enjoy combining a challenging legal internship with the excitement of Manhattan's fast-paced working environment. Due to the New York office's longstanding record of serving German, Swiss and Austrian clients, this internship program is very much internationally oriented and a preferred position for German-speaking applicants, but knowledge of German is not required. The program is designed primarily to give foreign lawyers firsthand experience with a U.S. commercial law practice as part of their preparation for professional practice in their native countries.
Baker & McKenzie	International Clerkship Program	Baker & McKenzie awards International Clerkships to law students and recent graduates interested in exploring a career in law. Recipients typically work with lawyers from two different countries over a 12-week period.
Dechert	International Visiting Advisors Program	International Visiting Advisors work closely with the International Arbitration group. In addition, candidates have the opportunity to gain comprehensive knowledge of distinct practices carried out by the Firm and are encouraged to be in contact with as many Dechert lawyers as possible. The International Visiting Advisor Program participants are assigned a mentor, have full access to Firm training programs, and participate in the activities carried out by the International Arbitration group, including meetings, lunches and retreats. The program runs for nine to twelve months and begins in August.
Greenberg Traurig	Foreign Law Clerk	Greenberg Traurig is accepting application materials from LL.M. candidates for the 2021-2022 Foreign Law Clerk Program (FLCP). Eligible participants must have a law degree from a jurisdiction other than the United States together with a master of laws (LL.M.) from an accredited United States law school. All participants must be fluent in English. Greenberg Traurig's multicultural and multilingual foreign law clerks work closely with members of the Global Practice Group on a broad range of international transactions. The FLCP is designed to provide hands-on, meaningful U.S. legal experience.
Fox Horan & Camerini LLP	Foreign Lawyer Apprenticeship	During most of the firm's forty years of existence, it has provided an apprenticeship for foreign lawyers who recognize the value of experience in a U.S. law firm before returning to their home countries. Traditionally, these foreign trainees have completed at least one year of study in a United States law school. The apprenticeship for a foreign lawyer is usually from four to six months. Frequently this apprenticeship is sufficient, together with a Bar review course, to permit

Sample Named Foreign Associate Programs		
Name of Firm	Program Name	Program Description
		the foreign lawyer to pass the bar examination and to become a member of the New York Bar before returning to the country of origin.
Latham & Watkins LLP	International Visiting Associate – Latin America Practice	<p>Latham’s International Visiting Associate Program in New York provides a select number of visiting lawyers the opportunity to work with Latham’s award-winning Latin America Practice as they help clients navigate some of the largest and most sophisticated business transactions and disputes in the region.</p> <p>During the 10 to 12 months at Latham, visiting associates receive invaluable hands-on experience and practical training as they play an active role in helping to provide comprehensive international advice across several of the firm’s global practice areas.</p>
Schwartz LLC	Foreign Associate Program	The firm has an active foreign associate program in which foreign attorneys spend from one to three years working at the firm. As a corporate boutique, they offer foreign attorneys an unparalleled opportunity to gain hands-on experience on a range of challenging assignments. The number of openings and qualifications are determined on an ad-hoc basis depending upon the firm’s needs. Foreign associate candidates are generally sought from emerging-market countries and typically have completed an LL.M. degree in the United States.
Shearman & Sterling LLP	International Associate Program (IAP)	The IAP allows lawyers, who are qualified to practice in a jurisdiction outside of the United States where we maintain an office, to work in the New York office prior to joining Shearman & Sterling as full time associates in their home jurisdiction in which they are qualified to practice. The IAP is designed to provide non-U.S. lawyers with a meaningful training in substantive areas of U.S. law, as well as with significant transactional experience within a large multinational law practice during their stay in the firm’s New York office.
Sullivan & Cromwell, LLP	Visiting Lawyers Program	With more than 330 alumni in 48 countries, the hallmark of the Firm’s Visiting Lawyers Program has been the substantive nature of the experience provided. Visiting lawyers do not learn by observing others at work; they learn by active involvement in transactions. The Firm believes that it is difficult to provide meaningful exposure to U.S. practice in a short time. Accordingly, the program begins in the fall of each year and participants generally are at the Firm for a term of eight or nine months.
Zuber Lawler & Del Duca	Visiting Foreign Attorney Internship Program	Zuber Lawler & Del Duca exemplifies the spirit of our emerging global culture. Providing high quality legal services on local, national, and international levels, our expertise and experience has been cultivated through our unique hands-on approach and unparalleled commitment

Sample Named Foreign Associate Programs		
Name of Firm	Program Name	Program Description
		to client service. Over the past half decade Zuber Lawler & Del Duca has refined and expanded its international practice, attracting several of the world's most talented, experienced and knowledgeable attorneys. Capable of representing clients with exceptionally well-developed professionalism on matters which involve a variety of cross-border transactional and litigation issues, Zuber Lawler & Del Duca has developed an internship program specifically focused on the training and development of foreign attorneys. Our Visiting Foreign Attorney Internship Program aims at facilitating the exchange of information and insight, with an emphasis on mentorship and colleague interaction beneficial to our firm, our clients and our visiting foreign attorneys.

2021 ISIP Law Firm Employers Seeking for U.S. Offices	
Law Firm	Office
Arnold & Porter Kaye Scholer	New York, NY; Washington, DC
Cleary Gottlieb Steen & Hamilton	New York, NY
Clifford Chance	New York, NY; Washington, DC
Covington & Burling	New York, NY; Washington, DC
Curtis, Mallet-Prevost, Colt & Mosle	New York, NY
Davis Polk & Wardwell	New York, NY
Debevoise & Plimpton	New York, NY
DLA Piper	Miami, FL; New York, NY; San Diego, CA; Washington, DC
Fried, Frank, Harris, Shriver & Jacobson	New York, NY
Gibson, Dunn & Crutcher	New York, NY
Gide Loyrette Nouel	New York, NY
Grant, Herrmann, Schwartz & Klinger	New York, NY
Greenberg Traurig	Houston, TX; Los Angeles, CA; Miami, FL; New York, NY
Herbert Smith Freehills	New York, NY
Hogan Lovells	Miami, FL; New York, NY
Hughes Hubbard & Reed	New York, NY
King & Spalding	Houston, TX; New York, NY
Latham & Watkins	New York, NY
Machado, Meyer, Sendacz e Opice	New York, NY
Ortoli Rosenstadt LLP	New York, NY

2021 ISIP Law Firm Employers Seeking for U.S. Offices	
Law Firm	Office
REISS+Co.	New York, NY
Ropes & Gray	Boston, MA; Chicago, IL; New York, NY; Washington, DC
Sidley Austin	New York, NY
Simpson Thacher & Bartlett	New York, NY
Skadden, Arps, Slate, Meagher & Flom	New York, NY
Sullivan & Cromwell	New York, NY

Outside of pre-existing law firm relationships, named foreign associate programs and formal hiring through ISIP, LL.M. students from Georgetown Law have **occasionally** found other positions—foreign associate, first year associate, and lateral/experienced associate—with law firms.

Law firms typically hire entry-level attorneys with the expectation that they will remain with the firm for many years. Due to the time and resources invested in these attorneys, law firms rarely look beyond the standard pool of U.S.-trained J.D. applicants. On occasion, however, for entry-level positions, law firms have deviated from this hiring model to hire LL.M. students with some or all of the following characteristics:

- Common law training;
- Native-level fluency in English;
- First law degree from a highly ranked/well-regarded university;
- High academic achievement in their first law degree;
- High academic achievement in the Georgetown Law LL.M.; and
- Strong professional references from professors and current/former employers.

Large law firms hire entry-level J.D. students in two ways: in the summer after their first year of law school for a summer-long position during the second summer of law school (“summer associate programs”) or in the fall of their third and last year to begin as a first year associate the following year. While firms traditionally will not consider LL.M. students for summer associate positions due to the incompatible timing with the LL.M. academic year, some firms consider LL.M. students during the fall time frame for hiring graduating students. LL.M. students may begin to apply to employers in the fall but may have limited success in securing interviews early in the academic year without the benefit of fall semester grades or strong U.S. professional references. Georgetown Law LL.M. students who have found entry-level positions with U.S. law firms typically received their offers in the spring semester or in the summer after graduation.

For lateral positions with law firms, which means non-entry level positions for experienced attorneys, foreign-trained LL.M. students have been hired for ongoing transactions or cases where some expertise in a foreign country’s laws, language and/or culture are required. The types of LL.M. students who have found lateral positions with law firms vary based on needs that arise and many times these positions may not be posted.

We recommend that LL.M. students who are targeting lateral positions with law firms spend time developing their professional network in the United States in order to hear about openings as they arise. Good relationships with practitioners at the target employer can help an LL.M. student secure an interview he or she may not be able to secure on the basis of a job application alone.

As a starting point for your research into law firms with United States offices, we have included the chart below of National Association for Law Placement (NALP) member law firms who have indicated in their [membership directory information](#) that they accept job applications from international attorneys. Please note that due to the Covid-19 pandemic, not all employers have their 2021 directory profiles ready so we included information current as of August 2021. Please check the NALP [membership directory information](#) to see the current and most up-to-date information for 2021-2022.

National Association for Law Placement (NALP) Member Firms Accepting Applications From Foreign-Trained LL.M. Students for Ad Hoc Hiring, as of August 2021	
Firm	Office(s)
Baker McKenzie	Chicago, IL; Dallas, TX; Houston, TX; Los Angeles, CA; Miami, FL; New York, NY; Palo Alto, CA; San Francisco, CA; Washington, DC
Banner Witcoff	Boston, MA; Chicago, IL; Washington, DC
Blank Rome LLP	Multiple locations
Bodman PLC	Multiple locations
Brownstein Hyatt Farber Shreck, LLP	Multiple locations
Cahill Gordon & Reindel LLP	Multiple locations
Cleary Gottlieb Steen & Hamilton LLP	New York, NY
Clifford Chance US LLP	New York, NY; Washington, DC
Cooley LLP	Multiple locations
Covington & Burling LLP	Los Angeles, CA; New York, NY; Palo Alto, CA; San Francisco, CA; Washington, DC
Cravath, Swaine & Moore LLP	New York, NY
Debevoise & Plimpton LLP	New York, NY
Dentons Bingham Greenebaum	Indianapolis, IN; Louisville, KY
Fenwick & West LLP	Multiple locations
Foley Hoag LLP	Multiple locations
Freshfields Bruckhaus Deringer	Multiple locations
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY
GableGotwals	Multiple locations
Gammage & Burnham	Phoenix, AZ
Gibson, Dunn & Crutcher LLP	Multiple locations
Greenberg Traurig	Miami, FL; Minneapolis, MN
Greensfelder, Hemker & Gale, P.C.	St. Louis, MO
Hanson Bridgett	Multiple locations

National Association for Law Placement (NALP) Member Firms Accepting Applications From Foreign-Trained LL.M. Students for Ad Hoc Hiring, as of August 2021	
Firm	Office(s)
Haug Partners LLP	Multiple locations
Haynes and Boone LLP	Multiple locations
Hodgson Russ LLP	Buffalo, NY; New York, NY
Holland & Hart LLP	Multiple locations
Hutchinson Black and Cook, LLC	Boulder, CO
Kegler Brown Hill + Ritter	Multiple locations
Keller and Heckman LLP	Multiple locations
King & Spalding	Houston, TX
Kirkland & Ellis LLP	New York, NY
KTBS Law LLP	Los Angeles, CA
Linklaters LLP	New York, NY
Littler Mendelson P.C.	Multiple locations
Mayer Brown LLP	Chicago, IL; Houston, TX
Miles & Stockbridge PC	Multiple locations
Miller & Martin, PLLC	Atlanta, GA; Chattanooga, TN
Miller Canfield	Multiple locations
Miller Shakman & Beem LLP	Chicago, IL
Morgan, Lewis & Bockius LLP	Boston, MA; Century City, CA; Chicago, IL; Costa Mesa, CA; Dallas, TX; Houston, TX; Los Angeles, CA; Miami, FL; New York, NY; Philadelphia, PA; Pittsburgh, PA; Princeton, NJ; San Francisco, CA; Silicon Valley, CA; Washington, DC
Norton Rose Fulbright	Austin, TX; Dallas, TX; Houston, TX; Los Angeles, CA; New York, NY; San Antonio, TX; St. Louis, MO; Washington, DC
Nossaman LLP	Multiple locations
Orrick, Herrington & Sutcliffe LLP	Multiple locations
Paul Hastings LLP	Multiple locations
Proskauer Rose LLP	Los Angeles, CA; New York, NY; Washington, DC
Robinson & Cole LLP	Boston, MA; Hartford, CT; Miami, FL; New York, NY; Philadelphia, PA; Providence, RI; Stamford, CT; Wilmington, DE
Ropes & Gray LLP	Multiple locations
Rothwell, Figg, Ernst & Manbeck, P.C.	Washington, DC
Seward & Kissel LLP	Multiple locations
Shearman & Sterling LLP	Multiple locations
Sidley Austin LLP	New York, NY
Simpson Thacher & Bartlett	Houston, TX; New York, NY; Palo Alto, CA
Skadden, Arps, Slate, Meagher & Flom LLP	Multiple locations

National Association for Law Placement (NALP) Member Firms Accepting Applications From Foreign-Trained LL.M. Students for Ad Hoc Hiring, as of August 2021	
Firm	Office(s)
Slater Matsil, LLP	Dallas, TX
Steptoe & Johnson LLP	Multiple locations
Sterne, Kessler, Goldstein & Fox P.L.L.C.	Washington, DC
Stinson LLP	Multiple locations
Sullivan & Cromwell LLP	Multiple locations
Sullivan & Worcester LLP	Multiple locations
Thompson Coburn LLP	Chicago, IL; Dallas, TX; Los Angeles, CA; St. Louis, MO; Washington, DC
Thompson Knight LLP	Multiple locations
Troutman Pepper Hamilton Sanders LLP	Atlanta, GA; Berwyn, PA; Boston, MA; Charlotte, NC; Chicago, IL; Harrisburg, PA; Irvine, CA; Los Angeles, CA; New York, NY; Philadelphia, PA; Pittsburgh, PA; Portland, OR; Princeton, NJ; Raleigh, NC; Redwood City, CA; Richmond, VA; Rochester, NY; San Diego, CA; San Francisco, CA; Southfield, MI; Virginia Beach, VA; Washington, DC; Wilmington, DE
Varnum LLP	Multiple locations
Vinson & Elkins LLP	Multiple locations
Weil, Gotshal & Manges LLP	Dallas, TX; Houston, TX; Miami, FL; New York, NY; Redwood Shores, CA
White & Case	Boston, MA; Chicago, IL; Houston, TX; Los Angeles, CA; Miami, FL; New York, NY; Palo Alto, CA; Washington, DC
Willkie Farr & Gallagher LLP	Palo Alto, CA

We cannot emphasize enough the importance of networking, including working at a law firm through the LL.M. Academic Externship Program, as a supplement to applying directly to U.S. employers. The importance of networking is two-fold: (i) you will gain exposure to U.S. law practice and law firm culture and (ii) direct applications are much more effective when LL.M. students have been building their network and can obtain introductions to practitioners at their target employer. Students interested in Georgetown Law’s LL.M. Academic Externship program should review the opportunities in our [Pre-Approved Externship Database via TIP Symlicity](#) and [meet with a career counselor](#).

Sample List of Employers of Foreign-Trained LL.M. Students for Short-Term Positions During Optional Practical Training (OPT)

Please note these are a few examples of where LL.M. alumni have found temporary employment during their OPT authorization period. This is not an exhaustive list of employers and as discussed above, you should consult the other resources listed in this guide to conduct your search for temporary employment during your OPT authorization period.

Employer	Name of Position
American Standard Brands (Piscataway, NJ)	Legal Intern
Amnesty International (Washington, DC)	Intern
Baker Botts LLP	Senior Paralegal
Baker Donelson (Washington, DC)	Intern
Bank of New York, China Branch (New York, NY)	Intern
Bloomberg BNA (Arlington, VA)	Tax Editor
Campaign for Tobacco Free Kids (Washington, DC)	Legal Consultant
Center for Justice and International Law (Washington, DC)	Consultant
Citizens Climate Lobby (Coronado, CA)	Intern
D.C. Superior Court (Washington, DC)	Law Clerk
DC Law Group (Rockville, MD)	Paralegal
Deloitte Tax LLP	Tax Consultant II - International Tax
Dentons LLP (Washington, DC)	Legal Intern, Summer Intern
Divensi Inc. (Bellevue, WA)	Cybersecurity and Compliance Specialist
Embassy of India (Washington, DC)	Research Assistant
FINCA International (Washington, DC)	Legal Administrative Volunteer
Forzley and Associates (Rockville, MD)	Associate
Freedom House (Washington, DC)	Latin America Program Associate
Freshfields Bruckhaus Deringer	Foreign Trainee
Georgetown University Law Center (Washington, DC)	Research Assistant
Inter-American Development Bank (Washington, DC)	Consultant
Inter-American Commission on Human Rights (Washington, DC)	Intern
International Corporate Accountability Roundtable	Intern
International Finance Corporation (Washington, DC)	Consultant
International Monetary Fund (Washington, DC)	Intern
Jackson & Wade LLP (Washington, DC)	Legal Assistant
Kean Miller LLP (Houston, TX)	Law Clerk
Kelley Drye & Warren (New York, NY)	Legal Intern
King & Spalding	Foreign Associate
Lawwave Inc. (New York, NY)	Data Analyst
Leitner Center for International Human Rights (New York, NY)	Fellow

Employer

Liu, Zheng, Chen & Hoffman LLP (New York, NY)
Locus Economic LLC (Culver City, CA)
Middle East Institute (Washington, DC)
Milbank LLP
Multilateral Investment Guarantee Agency (Washington, DC)
National Capital Legal Services (Falls Church, VA)
New Markets Lab (Washington, DC)
NPA International Inc. (Gaithersburg, MD)
Paul Strauss & Associates, P.C. (Washington, DC)
Public Defender Service for the District of Columbia
(Washington, DC)
Reiss Center on Law and Security, NYU Law
RxConsulting & Investment Services (Columbus, OH)
Save the Children, USA (Washington, DC)
Schwartz LLC (New York, NY)
The Walt Disney Company
The World Bank Group (Washington, DC)
Three Crowns LLP (Washington, DC)
TRACE International (Annapolis, MD)
Transactional Records Access Clearinghouse (Washington, DC)

Name of Position

Legal Intern
Legal and Policy Research Intern
Research Assistant
International Attorney
Short Term Consultant
Intern
Legal Fellow; Summer Fellow
Patent Research Assistant
Legal Assistant
Law Clerk

Legal Intern
Compliance Intern
Skilled Volunteer
Intern
Intern
Consultant, Legal Consultant
Intern
Associate, Legal Researcher and Member
Services Lawyer
Intern

Sample List of Past Employers Participating in Georgetown Law's LL.M. Academic Externship Program

Law Firms, Accounting Firms and Corporations

Alston & Bird
Bailey & Glasser
Baker Hostetler
Berkshire Hathaway Energy
Bingham McCutchen LLP
Blackboard, Inc.
Caplin & Drysdale
CBS News
Cochran & Owens
Crowell & Moring
Curtis, Mallet-Prevost, Colt & Mosle
Davis Wright Tremaine LLP
Dechert
DeHeng
Deloitte
Dentons
Dixon Hughes Goodman
DLA Piper US LLP
Ernst & Young LLP
Eversheds Sutherland
EXIM Bank
Foley Hoag LLP
Fortney & Scott
General Dynamics
Grant Thornton LLP
Holland & Knight
Innovista Law PLLC
Ivins, Phillips & Barker
Jones Day
KPMG
Manchester Trade
Medtronic
McDermott Will & Emery LLP
McGuire Woods LLP
Miles & Stockbridge
Morgan Lewis & Bockius LLP
Paul Hastings
Pillsbury Winthrop Shaw Pittman LLP
Reed Smith
SES World Skies
Sidley Austin LLP
Skadden
Three Crowns LLP
Weil, Gotshal & Manges LLP
Williams & Connolly
Williams Muller

Non-Profit and International Organizations and Think Tanks

AIPAC (American Israel Public Affairs Committee)
American Bar Association
American Dental Association
Americans for Democracy & Human Rights in Bahrain
Amnesty International
Asian Pacific American Legal Resource Center
Center for International Environmental Law
Center for Water Security and Cooperation
Council on State Taxation
Environmental Defense Fund
ERISA Industry Committee
Financial Industry Regulatory Authority
First Star Institute
Foundation for International Community Assistance
Foundation for the National Institutes of Health
Freedom Now
Future of Privacy Forum
Human Rights Watch
Immigration Law Center
Inter-American Development Bank
International Bar Association
International Centre for Missing & Exploited Children
International Centre for Settlement of Investment
Disputes
International Corporate Accountability Roundtable
International Finance Corporation
International Monetary Fund
Kaiser Family Foundation
Knowledge Ecology International
Multilateral Investment Guarantee Agency (MIGA)
Muslim Advocates
National Association of Counsel For Children (NACC)
National Association of Federal Credit Unions
National Juvenile Justice Network
National Pork Producers Council
New Markets Lab
Open Society Foundation
Organization of American States
Pan American Health Organization
People's Global Access to Medicine
Physicians for Human Rights
Public Defender Services
Public International Law & Policy Group
Robert F. Kennedy Center for Justice and Human
Rights
Tax Foundation

Government

Consumer Financial Protection Bureau
D.C. Office of Tax & Revenue
D.C. Superior Court
Embassy of Canada
Embassy of Colombia
Embassy of Mexico
Embassy of New Zealand
Maryland Attorney General's Office
Internal Revenue Service
Library of Congress
U.S. Department of Justice
U.S. Bankruptcy Court
U.S. Commission on Civil Rights
U.S. Commodity Futures Trading Commission
U.S. Court of Federal Claims
U.S. Department of Commerce
U.S. Department of Health and Human Services
U.S. Department of Homeland Security
U.S. Department of Labor
U.S. Department of Transportation
U.S. Department of Treasury
U.S. District Court for the District of Columbia
U.S. Environmental Protection Agency
U.S. Export-Import Bank
U.S. Federal Trade Commission
U.S. Food & Drug Administration
U.S. House Committee on the Judiciary
U.S. House of Representatives
U.S. Internal Revenue Service
U.S. Joint Committee on Taxation
U.S. Securities & Exchange Commission
U.S. Senate
U.S. Trade Representative
U.S. Tax Court
Voice of America
Overseas Private Investment Corporation
White House Office of Legal Counsel

Non-Profit and International Organizations and Think Tanks cont.

National Public Radio
The Nature Conservancy
The Protection Project
UNAIDS
U.N. High Commissioner for Refugees
Vera Institute of Justice
Veterans of Foreign Wars, National Legislative Service
Woodrow Wilson International Center for Scholars
World Bank Group

Appendix C: Resume Templates

U.S.-Trained Resume Template

[Choose one of the two headers below. It is helpful to include a permanent address if you are seeking in that geographic region]

Given Name Middle Initial or Middle Name Family Name

Mailing Address [Ex: 123 F Street, NW, Apartment A, Washington, DC 20036]
E-mail Address • Phone Number [Ex: jane.doe@georgetown.edu • (187) 595-3481]

Given Name Middle Initial or Middle Name Family Name

E-mail Address • Phone Number [Ex: jane.doe@georgetown.edu • (187) 595-3481]

Current Address:

Address Line 1 [Ex: 123 F Street, NW, Apartment A]
Address Line 2 [Ex: Washington, DC 20036]

Permanent Address:

Address Line 1
Address Line 2

EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER

Washington, DC

Master of Laws in [Field of Study or Degree Program]

Expected [Graduation Month and Year]

[Optional, include if applicable] Certificate in [Field of Study or Certificate Program]

GPA: List if above 3.0 for all schools, including the scale (4.0 or other). [Ex: 3.34/4.0]

Honors and Awards: List any recognition you have received that is relevant to your target field. [Ex: First Place, Best Written Submission for 2013 American Bar Association Law Student Challenge; Recipient, Tax Scholars Awards]

Relevant Courses: List the exact titles of any courses relevant to the position you are applying for. No need to list all courses unless relevant to the position you are applying to. Separate courses by commas or semicolons. List high grades in parentheticals. [Ex: Advanced International Taxation, Introduction to Investment Law and Practice (A-), Corporations Law]

[Optional, include only if relevant] Activities: List the academic extracurricular groups, journals, and programs you belong to. [Ex: Vice President, Tax Council; Member, Foreign Lawyers at Georgetown (FLAG); Editor, *The Tax Lawyer* (italicize journal titles)]

[Optional, include only if relevant] Publications: If you published any type of legal document, list it using the correct Blue Book citation format.

NAME OF J.D. INSTITUTION

City, State [if within the U.S.] or City, Country [if outside the U.S.]

Juris Doctor and honors if received [Ex: Juris Doctor, cum laude]

Graduation Month and Year

GPA: Follow format specified above (Class Rank: List if in top 1/3 or higher)

Relevant Courses: Follow format specified above

Honors and Awards: Follow format specified above

[Optional, include only if relevant] Activities: Follow format specified above

[Optional, include only if relevant] Transferred from: List the full name of the institution where you attended your first year of law school here (ex: Charlotte School of Law, *First-year J.D. coursework completed*, 2013-2014)

[Optional, include only if relevant] Publications: Follow format specified above

[Optional, include only if relevant] Study Abroad: Name of program, months/years of attendance [Ex: Summer Legal Studies at the University of California Berkeley, May 2015 – August 2015]

[CONTINUE LISTING ANY OTHER GRADUATE DEGREE GRANTING INSTITUTIONS IN REVERSE CHRONOLOGICAL ORDER. DO NOT LIST ALL SCHOOLS ATTENDED, ONLY SCHOOLS FROM WHICH YOU RECEIVED DEGREES.]

NAME OF UNDERGRADUATE INSTITUTION

City, State [if within the U.S.] or City, Country [if outside the U.S.]

Name of Degree and Graduation Honors [Ex: Bachelor of Science in Physics with High Distinction] Graduation Month and Year

GPA: Follow format specified above

Honors and Awards: Follow format specified above
[Optional, include only if relevant] Activities: Follow format specified above
[Optional, include only if relevant] Publications: Follow format specified above
[Optional, include only if relevant] Study Abroad: Follow format specified above

EXPERIENCE [Note: Include paid and unpaid positions]

NAME OF FIRM OR ORGANIZATION City, State [if within the U.S.] or City, Country [if outside the U.S.]
Position Title (Ex: Associate, Capital Markets) Start Month and Year – End Month and Year

- Use short phrases to describe your duties and responsibilities, and always start a description with a strong action verb (e.g., drafted, negotiated, analyzed). If the position is currently held, use the present tense, and, if it was previously held, use the past tense.
- Consider the nature of your tasks, as well as the subject matter of the work. Aim to include three to six duties for each position, and be as specific as possible in terms of the types of clients, documents, areas of law, etc.
- Ex: Drafted and negotiated corporate and real estate documents for international hotel chains, including joint venture contracts, share purchase agreements and commercial leases.
- If you do need to go to a second page, keep each entry together on its own page. Avoid having a single bullet for an entry alone on its own page.

[CONTINUE LISTING ALL RELEVANT PROFESSIONAL EXPERIENCE IN REVERSE CHRONOLOGICAL ORDER.]

OTHER INFORMATION

Bar Admissions: Name of Bar (Admission Month and Year) [Ex: Maryland State Bar (November 2013)] If you have passed the exam but have not yet been admitted, write Passed [the Name of Bar] Examination (admission pending) and an explanation of what is pending, if relevant [Ex: Passed the New York State Bar Examination (admission pending character and fitness review)]

Language Skills: List the name of language and then skill level in a parenthetical in descending level of fluency. It is not advisable to use test scores in lieu of a descriptive skill level for U.S. legal employers. [Ex: English (native), Spanish (fluent)]

Professional Affiliations: Position, Organization (Year) [Ex: Member, American Bar Association (2014); Vice President, Young Lawyers Section of Virginia State Bar (2014)]

Professional Certifications: Include only if relevant to the position you are seeking [Ex: Certified Information Privacy Professional-United States (2018)]

Personal Interests: Only include unique hobbies or those that demonstrate substantial commitment or professional achievement (Ex: Professional concert pianist, member of the Indiana University Varsity Soccer Team (2012-2015).)

[When you have completed this template with your information, please make any desired adjustments to font size (size 10 to size 12), font type and margins (between .5 and 1 inch, with top/bottom margins and left/right margins mirroring each other) to suit your own style preferences. Resumes should generally be no longer than one page unless you have over five years of legal work experience. All brackets should be deleted and bracketed language, where applicable, should be replaced with your own information.]

Foreign-Trained Resume Template

[Choose one of the two headers below. It is helpful to include a permanent address if you are seeking in that geographic region]

Given Name Middle Initial or Middle Name Family Name

Mailing Address [Ex: 123 F Street, NW, Apartment A, Washington, DC 20036]
E-mail Address • Phone Number Ex: jane.doe@georgetown.edu • (187) 595-3481

Given Name Middle Initial or Middle Name Family Name

E-mail Address • Phone Number [Ex: jane.doe@georgetown.edu • (187) 595-3481]

Current Address:

Address Line 1 [Ex: 123 F Street, NW, Apartment A]
Address Line 2 [Ex: Washington, DC 20036]

Permanent Address:

Address Line 1
Address Line 2

EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER

Washington, DC

Master of Laws in [Field of Study or Degree Program]

Expected [Graduation Month and Year]

[Optional, include if applicable] Certificate in [Field of Study or Certificate Program]

GPA: List if above 3.0 for all schools, including the scale (4.0 or other). [Ex: 3.34/4.0]

Honors and Awards: List any recognition you have received that is relevant to your target field. [Ex: First Place, Best Written Submission for 2013 American Bar Association Law Student Challenge; Recipient, Tax Scholars Awards]

Relevant Courses: List the exact titles of any courses relevant to the position you are applying for. No need to list all courses unless relevant. Separate courses by commas or semicolons. List high grades in parentheses. [Ex: Advanced International Taxation, Introduction to Investment Law and Practice (A-), Corporations Law]

[Optional, include only if relevant] **Activities:** List the academic extracurricular groups, journals, and programs you belong to [Ex: Vice President, Tax Council; Member, Foreign Lawyers at Georgetown (FLAG); Editor, *The Tax Lawyer* [italicize journal titles]]

[Optional, include only if relevant] **Publications:** If you published any type of legal document, list it using the correct Blue Book citation format.

[CONTINUE LISTING ANY OTHER GRADUATE DEGREE GRANTING INSTITUTIONS IN REVERSE CHRONOLOGICAL ORDER. DO NOT LIST ALL SCHOOLS ATTENDED, ONLY SCHOOLS FROM WHICH YOU RECEIVED DEGREES.]

NAME OF UNDERGRADUATE INSTITUTION

City, Country

Name of Degree and Graduation Honors (Ex: Bachelor of Laws, Second Class Honors) Graduation Month and Year

GPA: Follow format specified above (**Class Rank:** List if in top 1/3 or higher)

Honors and Awards: Follow format specified above

Relevant Courses: Follow format specified above

[Optional, include only if relevant] **Activities:** Follow format specified above

[Optional, include only if relevant] **Publications:** Follow format specified above

[Optional, include only if relevant] **Study Abroad:** Name of program, months/years of attendance (ex: Summer Legal Studies at the University of California Berkeley, May 2015 – August 2015)

EXPERIENCE [Note: Include paid and unpaid positions]

NAME OF FIRM OR ORGANIZATION

City, State [if within the U.S.] or City, Country [if outside the U.S.]

Position Title [Ex: Associate, Capital Markets]

Start Month and Year – End Month and Year

- Use short phrases to describe your duties and responsibilities, and always start a description with a strong action verb (e.g., drafted, negotiated, analyzed). If the position is currently held, use the present tense, and, if it was previously held, use the past tense.

- Consider the nature of your tasks, as well as the subject matter of the work. Aim to include three to six duties for each position, and be as specific as possible in terms of the types of clients, documents, areas of law, etc.
- Ex: Drafted and negotiated corporate and real estate documents for international hotel chains, including joint venture contracts, share purchase agreements and commercial leases.
- If you do need to go to a second page, keep each entry together on its own page. Avoid having a single bullet for an entry alone on its own page.

[CONTINUE LISTING ALL RELEVANT PROFESSIONAL EXPERIENCE IN REVERSE CHRONOLOGICAL ORDER.]

OTHER INFORMATION

Bar Admissions: Name of Bar (Admission Month and Year) [Ex: Maryland State Bar (November 2013)] If you are planning on taking a U.S. Bar Examination, write “Eligible to sit for [Name of Bar] Examination” and the date of the exam you will be able to take [Ex: Eligible to sit for the New York State Bar Examination (July 2021)]

Language Skills: List the name of language and then skill level in a parenthetical in descending level of fluency. It is not advisable to use test scores in lieu of a descriptive skill level for U.S. legal employers. [Ex: English (native), Spanish (fluent)]

Professional Affiliations: Position, Organization (Year) [Ex: Member, American Bar Association (2014); Vice President, Young Lawyers Section of Virginia State Bar (2014)]

Professional Certifications: Include only if relevant to the position you are seeking [Ex: Certified Information Privacy Professional-United States (2018)]

Personal Interests: Only include unique hobbies or those that demonstrate substantial commitment or professional achievement (Ex: Professional concert pianist, member of the Indiana University Varsity Soccer Team (2012-2015).)

[When you have completed this template with your information, please make any desired adjustments to font size (size 10 to size 12), font type and margins (between .5 and 1 inch, with top/bottom and left/right margins matching) to suit your own style preferences. Resumes should generally be no longer than one page unless you have over five years of legal work experience. All brackets should be deleted and bracketed language, where applicable, should be replaced with your own information.]

Georgetown Law J.D./LL.M. Resume Template

[Choose one of the two headers below. It is helpful to include a permanent address if you are seeking in that geographic region]

Given Name Middle Initial or Middle Name Family Name

Mailing Address [Ex: 123 F Street, NW, Apartment A, Washington, DC 20036]
E-mail Address • Phone Number [Ex: jane.doe@georgetown.edu • (187) 595-3481]

Given Name Middle Initial or Middle Name Family Name

E-mail Address • Phone Number [Ex: jane.doe@georgetown.edu • (187) 595-3481]

Current Address:

Address Line 1 [Ex: 123 F Street, NW, Apartment A]
Address Line 2 [Ex: Washington, DC 20036]

Permanent Address:

Address Line 1
Address Line 2

EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER

Washington, DC

Master of Laws in [Field of Study or Degree Program]

Expected [Graduation Month and Year]

[Optional, include only if relevant] Certificate in [Field of Study or Certificate Program]

GPA: List if above 3.0 for all schools, including the scale (4.0 or other). [Ex: 3.34/4.0]

Honors and Awards: List any recognition you have received that is relevant to your target field. [Ex: First Place, Best Written Submission for 2013 American Bar Association Law Student Challenge; Recipient, Tax Scholars Awards]

Relevant Courses: List the exact titles of any courses relevant to the position you are applying for. No need to list all courses unless relevant. Separate courses by commas or semicolons. List high grades in parentheses. [Ex: Advanced International Taxation, Introduction to Investment Law and Practice (A-), Corporations Law].

[Optional, include only if relevant] Activities: List the academic extracurricular groups, journals, and programs you belong to. (Ex: Vice President, Tax Council; Member, Foreign Lawyers at Georgetown (FLAG); Editor, *The Tax Lawyer* [italicize journal titles]).

[Optional, include only if relevant] Publications: If you published any type of legal document, list it using the correct Blue Book citation format.

Juris Doctor and honors if received [Ex: Juris Doctor, cum laude]

Graduation Month and Year

GPA: Follow format specified above (Class Rank: List if in top 1/3 or higher)

Relevant Courses: Follow format specified above

Honors and Awards: Follow format specified above

[Optional, include only if relevant] Activities: Follow format specified above

[Optional, include only if relevant] Publications: Follow format specified above

[Optional, include only if relevant] Alternative to including it under your J.D. degree-granting institution in a line such as “Transferred from.” Students who have not yet graduated from their J.D. should include the separate entry.]

NAME OF TRANSFER LAW SCHOOL

City, State

First-year Juris Doctor coursework completed

20xx – 20xx (years attended)

GPA: Follow format specified above (Class Rank: Include rank/percentile if available)

Honors and Awards: Follow format specified above

[Optional, include only if relevant] Activities: Follow format specified above

[CONTINUE LISTING ANY OTHER GRADUATE DEGREE GRANTING INSTITUTIONS IN REVERSE CHRONOLOGICAL ORDER. DO NOT LIST ALL SCHOOLS ATTENDED, ONLY SCHOOLS FROM WHICH YOU RECEIVED DEGREES.]

NAME OF UNDERGRADUATE INSTITUTION

City, State [if within the U.S.] or City, Country [if outside the U.S.]

Name of Degree and Graduation Honors (Ex: Bachelor of Science in Physics with High Distinction) Graduation Month

and Year

GPA: Follow format specified above

Honors and Awards: Follow format specified above

[Optional, include only if relevant] Activities: Follow format specified above

[Optional, include only if relevant] Publications: Follow format specified above

[Optional, include only if relevant] Study Abroad: Name of program, months/years of attendance (ex: Summer Legal Studies at the University of California Berkeley, May 2015 – August 2015)

EXPERIENCE [Note: Include paid and unpaid positions]

NAME OF FIRM OR ORGANIZATION City, State [if within the U.S.] or City, Country [if outside the U.S.]
Position Title [Ex: Associate, Capital Markets] Start Month and Year – End Month and Year

- Use short phrases to describe your duties and responsibilities, and always start a description with a strong action verb (e.g., drafted, negotiated, analyzed). If the position is currently held, use the present tense, and, if it was previously held, use the past tense.
- Consider the nature of your tasks, as well as the subject matter of the work. Aim to include three to six duties for each position, and be as specific as possible in terms of the types of clients, documents, areas of law, etc.
- Ex: Drafted and negotiated corporate and real estate documents for international hotel chains, including joint venture contracts, share purchase agreements and commercial leases.
- If you do need to go to a second page, keep each entry together on its own page. Avoid having a single bullet for an entry alone on its own page.

[CONTINUE LISTING ALL RELEVANT PROFESSIONAL EXPERIENCE IN REVERSE CHRONOLOGICAL ORDER.]

OTHER INFORMATION

Bar Admissions: Name of Bar (Admission Month and Year) [Ex: Maryland State Bar (November 2013)] If you have passed the exam but have not yet been admitted, write Passed [the Name of Bar] Examination (admission pending) and an explanation of what is pending, if relevant [Ex: Passed the New York State Bar Examination (admission pending character and fitness review)]

Language Skills: List the name of language and then skill level in a parenthetical in descending level of fluency. It is not advisable to use test scores in lieu of a descriptive skill level for U.S. legal employers. [Ex: English (native), Spanish (fluent)]

Professional Affiliations: Position, Organization (Year) [Ex: Member, American Bar Association (2014); Vice President, Young Lawyers Section of Virginia State Bar (2014)]

Professional Certifications: Include only if relevant to the position you are seeking [Ex: Certified Information Privacy Professional-United States (2018)]

Personal Interests: Only include unique hobbies or those that demonstrate substantial commitment or professional achievement (Ex: Professional concert pianist, member of the Indiana University Varsity Soccer Team (2012-2015).)

[When you have completed this template with your information, please make any desired adjustments to font size (size 10 to size 12), font type and margins (between .5 and 1 inch, with top/bottom and left/right margins matching) to suit your own style preferences. Resumes should generally be no longer than one page unless you have over five years of legal work experience. All brackets should be deleted and bracketed language, where applicable, should be replaced with your own information.]]

Two-Page Resume Template

[Choose one of the two headers below. It is helpful to include a permanent address if you are seeking in that geographic region]

Given Name Middle Initial or Middle Name Family Name

Mailing Address [Ex: 123 F Street, NW, Apartment A, Washington, DC 20036]
E-mail Address • Phone Number [Ex: jane.doe@georgetown.edu • (187) 595-3481]

Given Name Middle Initial or Middle Name Family Name

E-mail Address • Phone Number [Ex: jane.doe@georgetown.edu (187) 595-3481]

Current Address:

Address Line 1 [Ex: 123 F Street, NW, Apartment A]
Address Line 2 [Ex: Washington, DC 20036]

Permanent Address:

Address Line 1
Address Line 2

EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER

Washington, DC

Master of Laws in [Field of Study or Degree Program]

Expected [Graduation Month and Year]

[Optional, include only if relevant] Certificate in [Field of Study or Certificate Program]

GPA: List if above 3.0 for all schools, including the scale (4.0 or other). [Ex: 3.34/4.0]

Honors and Awards: List any recognition you have received that is relevant to your target field. [Ex: First Place, Best Written Submission for 2013 American Bar Association Law Student Challenge; Recipient, Tax Scholars Awards]

Relevant Courses: List the exact titles of any courses relevant to the position you are applying for. No need to list all courses unless relevant. Separate courses by commas or semicolons. List high grades in parentheses. [Ex: Advanced International Taxation, Introduction to Investment Law and Practice (A-), Corporations Law]

[Optional, include only if relevant] Activities: List the academic extracurricular groups, journals, and programs you belong to [Ex: Vice President, Tax Council; Member, Foreign Lawyers at Georgetown (FLAG); Editor, *The Tax Lawyer* [italicize journal titles]]

[Optional, include only if relevant] Publications: If you published any type of legal document, list it using the correct Blue Book citation format.

[CONTINUE LISTING ANY OTHER GRADUATE DEGREE GRANTING INSTITUTIONS IN REVERSE CHRONOLOGICAL ORDER.]

NAME OF UNDERGRADUATE INSTITUTION

City, Country

Name of Degree and Graduation Honors (Ex: Bachelor of Laws, Second Class Honors) Graduation Month and Year

GPA: Follow format specified above (Class Rank: List if in top 1/3 or higher)

Honors and Awards: Follow format specified above

Relevant Courses: Follow format specified above

[Optional, include only if relevant] Activities: Follow format specified above

[Optional, include only if relevant] Publications: Follow format specified above

[Optional, include only if relevant] Study Abroad: Name of program, months/years of attendance [Ex: Summer Legal Studies at the University of California Berkeley, May 2015 – August 2015]

EXPERIENCE [Note: Include paid and unpaid positions]

NAME OF FIRM OR ORGANIZATION

City, State [if within the U.S.] or City, Country [if outside the U.S.]

Position Title [Ex: Associate, Capital Markets]

Start Month and Year – End Month and Year

- Use short phrases to describe your duties and responsibilities, and always start a description with a strong action verb (e.g., drafted, negotiated, analyzed). If the position is currently held, use the present tense, and, if it was previously held, use the past tense.

- Consider the nature of your tasks, as well as the subject matter of the work. Aim to include three to six duties for each position, and be as specific as possible in terms of the types of clients, documents, areas of law, etc.
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- If you do need to go to a second page, keep each entry together on its own page. Avoid having a single bullet for an entry alone on its own page.

[CONTINUE LISTING ALL RELEVANT PROFESSIONAL EXPERIENCE IN REVERSE CHRONOLOGICAL ORDER.]

BAR ADMISSIONS

Name of Bar (Admission Month and Year) [Ex: Maryland State Bar (November 2013)] If you are planning on taking a U.S. Bar Examination, write “Eligible to sit for [Name of Bar] Examination” and the date of the exam you will be able to take [Ex: Eligible to Sit for the New York State Bar Examination (July 2021)]. If you have passed the exam but have not yet been admitted, write Passed [the Name of Bar] Examination (admission pending) and an explanation of what is pending, if relevant [Ex: Passed the New York State Bar Examination (admission pending character and fitness review)]

LANGUAGE SKILLS

List the name of language and then skill level in a parenthetical in descending level of fluency. It is not advisable to use test scores in lieu of a descriptive skill level for U.S. legal employers. [Ex: English (native), Spanish (fluent)]

[---BEGIN SECOND PAGE---

[Optional, include only if relevant] **PROFESSIONAL AFFILIATIONS**

- Position, Organization (Year) [Ex: Member, American Bar Association (2014); Vice President, Young Lawyers Section of Virginia State Bar (2014)]

[Optional, include only if relevant] **PUBLICATIONS**

- If you published any type of legal document relevant to the position you are applying for or the field in which you are seeking a position, list it using the correct Blue Book citation format.

[Optional, include only if relevant] **PROFESSIONAL DEVELOPMENT**

- Include any non-degree conferences, courses or seminars attended that are relevant to the position you are seeking. [Ex: Advanced State and Local Tax Institute held at Georgetown University Law Center, August 2016)

[When you have completed this template with your information, please make any desired adjustments to font size (size 10 to size 12), font type and margins (between .5 and 1 inch, with top/bottom and left/right margins matching) to suit your own style preferences. All brackets should be deleted and bracketed language, where applicable, should be replaced with your own information.]

[Optional addendum to your resume, include if relevant] **REPRESENTATIVE MATTERS [FOR LITIGATORS]**

[Optional addendum to your resume, include if relevant] **REPRESENTATIVE TRANSACTIONS [FOR TRANSACTIONAL LAWYERS]**

[Note: This should be included within this second page to your resume. For separate attachments, include at the top of the document the same header you used for your resume. Please review our representative transactions sheet for an example of what this looks like.]

TYPE OF CASE/TRANSACTION (EX: PROJECT FINANCINGS, GENERAL COMMERCIAL LITIGATION)

- Each bullet point should be a description of case on which you have worked or a deal you have closed
- High profile or high value cases/transactions should be listed near the top
- Group information by kinds of cases or transactions

- Accurately portray your role in the matters and deals you have described; modify entries where you were not lead attorney by using language like “second-chaired”
- In terms of confidentiality, if something has been documented in any type of media, you should be able to use the information, including party names. Otherwise, use more generic language without naming specific people or entities
- Ex: Assisted senior partner in connection with representation of sponsor of \$1.5 billion water and power plant project in Southeast Asia, including traveling to Indonesia and Singapore in connection with due diligence

[CONTINUE FOR NEXT CATEGORY OF CASES/TRANSACTIONS]

Alumni Resume Template

[Choose one of the two headers below. It is helpful to include a permanent address if you are seeking in that geographic region]

Given Name Middle Initial or Middle Name Family Name

Address [Ex: 123 F Street, NW, Apartment A, Washington, DC 20036]
E-mail Address • Phone Number [Ex: jane.doe@georgetown.edu • (187) 595-3481]

Given Name Middle Initial or Middle Name Family Name

E-mail Address • Phone Number [Ex: jane.doe@georgetown.edu • (187) 595-3481]

Current Address:

Address Line 1 [Ex: 123 F Street, NW, Apartment A]
Address Line 2 [Ex: Washington, DC 20036]

Permanent Address:

Address Line 1
Address Line 2

EXPERIENCE [Note: Include paid and unpaid positions]

NAME OF FIRM OR ORGANIZATION City, State [if within the U.S.] or City, Country [if outside the U.S.]
Position Title [Ex. Associate, Capital Markets] Start Month and Year – End Month and Year

- Use short phrases to describe your duties and responsibilities, and always start a description with a strong action verb (e.g., drafted, negotiated, analyzed). If the position is currently held, use the present tense, and, if it was previously held, use the past tense.
- Consider the nature of your tasks, as well as the subject matter of the work. Aim to include three to six duties for each position, and be as specific as possible in terms of the types of clients, documents, areas of law, etc.
- Ex: Drafted and negotiated corporate and real estate documents for international hotel chains, including joint venture contracts, share purchase agreements and commercial leases.
- If you do need to go to a second page, keep each entry together on its own page. Avoid having a single bullet for an entry alone on its own page.

[CONTINUE LISTING ALL RELEVANT PROFESSIONAL EXPERIENCE IN REVERSE CHRONOLOGICAL ORDER.]

EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER Washington, DC
Master of Laws in [Field of Study or Degree Program] Graduation Month and Year

[Optional, include only if applicable] Certificate in [Field of Study or Certificate Program]

GPA: List if above 3.0 for all schools, including the scale (4.0 or other). [Ex: 3.34/4.0]

Honors and Awards: List any recognition you have received that is relevant to your target field. [Ex: First Place, Best Written Submission for 2013 American Bar Association Law Student Challenge; Recipient, Tax Scholars Awards]

Relevant Courses: List the exact titles of any courses relevant to the position you are applying for. No need to list all courses unless relevant to the position you are applying to. Separate courses by commas or semicolons. List high grades in parentheses. [Ex: Advanced International Taxation, Introduction to Investment Law and Practice (A-), Corporations Law]

[Optional, include only if relevant] **Activities:** List the academic extracurricular groups, journals, and programs you belong to. [Ex: Vice President, Tax Council; Member, Foreign Lawyers at Georgetown (FLAG); Editor, *The Tax Lawyer* [italicize journal titles]]

[Optional, include only if relevant] **Publications:** If you published any type of legal document, list it using the correct Blue Book citation format.

[CONTINUE LISTING ANY OTHER GRADUATE DEGREE GRANTING INSTITUTIONS IN REVERSE CHRONOLOGICAL ORDER.]

NAME OF J.D. INSTITUTION (OR J.D. EQUIVALENT INSTITUTION) City, State [if within the U.S.] or City, Country [if

outside the U.S.]

Juris Doctor and honors if received (ex: Juris Doctor, cum laude)

Graduation Month and Year

GPA: Follow format specified above (Class Rank: List if in top 1/3 or higher)

Relevant Courses: Follow format specified above

Honors and Awards: Follow format specified above

[Optional, include only if relevant] Activities: Follow format specified above

[Optional, include only if relevant] Publications: Follow format specified above

NAME OF UNDERGRADUATE INSTITUTION City, State [if within the U.S.] or City, Country [if outside the U.S.]

Name of Degree and Graduation Honors [Ex: Bachelor of Science in Physics with High Distinction] Graduation Month and Year

GPA: Follow format specified above

Honors and Awards: Follow format specified above

[Optional, include only if relevant] Activities: Follow format specified above

[Optional, include only if relevant] Publications: Follow format specified above

OTHER INFORMATION

Bar Admissions: Name of Bar (Admission Month and Year)[Ex: Maryland State Bar (November 2013)] If you have passed the exam but have not yet been admitted, write Passed [the Name of Bar] Examination (admission pending) and an explanation of what is pending, if relevant [Ex: Passed the New York State Bar Examination (admission pending character and fitness review)]

Language Skills: List the name of language and then skill level in a parenthetical in descending level of fluency. It is not advisable to use test scores in lieu of a descriptive skill level for U.S. legal employers. [Ex: English (native), Spanish (fluent)]

Professional Affiliations: Position, Organization (Year) [Ex: Member, American Bar Association (2014); Vice President, Young Lawyers Section of Virginia State Bar (2014)]

Professional Certifications: Include only if relevant to the position you are seeking [Ex: Certified Information Privacy Professional-United States (2018)]

Personal Interests: Only include unique hobbies or those that demonstrate substantial commitment or professional achievement (Ex: Professional concert pianist, member of the Indiana University Varsity Soccer Team (2012-2015).)

[When you have completed this template with your information, please make any desired adjustments to font size (size 10 to size 12), font type and margins (between .5 and 1 inch, with top/bottom and left/right margins matching) to suit your own style preferences. Resumes should generally be no longer than one page unless you have over five years of legal work experience. All brackets should be deleted and bracketed language, where applicable, should be replaced with your own information.]]

Appendix D: Sample Resumes

The following sample resumes are intended to serve as examples of different designs and content that make for an effective legal resume. Do not focus solely on the resumes that appear to most closely match your background at first glance. We encourage you to review each resume to help you discover different ideas and tricks for organizing and presenting your own skills and experience. The examples are listed in alphabetical order by last name.

IGNACIO P. ARROYO

2400 M Street, NW, Apartment 516, Washington, D.C. 20037 • (202) 715-5256 • ipa95@georgetown.edu

EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER

Master of Laws in International Business and Economic Law

Washington, D.C.
Expected December 2021

Honors: Georgetown University Merit Scholarship (2018-2019)

Activities: Member, Latin American Law Students Association; Member, Securities and Financial Law Organization

Relevant Courses: Developing and Financing Infrastructure Projects; International Finance and Regulation; Finance for Lawyers; International Business Transactions; International Litigation and Arbitration; and Legal Writing

UNIVERSIDAD DE BARCELONA

Licenciatura en Derecho (Law Degree)

Barcelona, Spain
July 2018

Certificate: Global Lawyer

Class Rank: Top 10% of class

Honors: Universidad de Barcelona Merit Scholarship (2011-2013)

Activities: Willem C. Vis International Commercial Arbitration Moot Court (2012); Member, Legal Advice for Students Program (2011-2012)

Study Abroad: Northwestern University School of Law (Fall 2012)

EXPERIENCE

WORLD BANK GROUP

Extern, Legal Department, Corporate Legal Affairs Division

Washington, D.C.
June 2021 - Present

- Create a database of key clauses in the ISDA Master Agreement and other over-the-counter documentation, identifying the main differences contained in agreements subscribed by the Bank.
- Review Bank's policies and comparing them to those adopted by other development banks.

CREATIVE ASSOCIATES INTERNATIONAL

Intern, USAID Crime and Violence Prevention Project

Guatemala, Guatemala
March 2020 – July 2020

- Researched a variety of complex matters, including the existing legal framework for crime and violence prevention, as well as the organization and functioning of the National Directorate for Violence Prevention and Culture of Peace.
- Discussed the implementation of USAID's Crime and Violence Prevention Project in local communities during meetings with mayors and members of city councils.

SUPREME COURT OF GUATEMALA

Judicial Intern

Guatemala, Guatemala
March 2020 – July 2020

- Acted as executing officer in Habeas Corpus proceedings, which included analyzing the legality of detentions and imprisonments, as well as proposing remedies to be adopted by the Supreme Court.
- Prepared court orders and judgments to aid a judge in the disposition of pending labor matters.

BAKER MCKENZIE MADRID, S.L.P.

Junior Associate

Madrid, Spain
September 2018 – February 2020

- Advised and represented national and international clients in a wide variety of criminal matters, including an international money laundering case involving €8 million, a €1.5 million corruption case among private parties, allegations of corruption against politicians, and a case involving violation of intellectual property rights of an internationally recognized artist.
- Appeared before more than 10 Spanish courts, both as private prosecutor and defense attorney, preparing and presenting opening and closing statements, as well as direct and cross examination at hearings.
- Drafted criminal claims, pleadings and motions. Negotiated settlements with opposing counsel and public prosecutor.
- Counseled publicly listed companies on compliance with new laws related to the criminal liability of legal entities, and advised them on designing and implementing in-house procedures to prevent criminal risk.

ADDITIONAL INFORMATION

Languages: Spanish (native), English (fluent) and French (fluent).

Admissions: Spain (2018); Guatemala (admission expected November 2021).

Professional Associations: Hispanic Bar Association of the District of Columbia (member, June 2020).

Dexter M. Brady

3611 First Street • Conyers, GA 30012 • 703-873-7148 • dmb2011@georgetown.edu

EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER

Master of Laws in Taxation

GPA: 3.78/4.0

Relevant Courses: Joint Ventures Involving Non-Profits and For-Profits, Business Planning Seminar, Comparative Tax Law

Washington, D.C.

Expected December 2020

Juris Doctor

GPA: 3.74/4.0 (Tax GPA: 4.0/4.0)

May 2020

Relevant Courses: Taxation I (A+), Taxation II (A)

Activities: *Georgetown Law Journal*, Lead Articles Editor

Note: Substance over Form: Taxpayer Guidance Under the “Predominant Character” Analysis and *PPL Corp. v. Commissioner* (unpublished)

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

Bachelor of Science in Electrical Engineering

GPA: 3.60/4.0

Honors: Dean’s List (all eight semesters)

Activities: Captain, Men’s Ultimate Frisbee Team (2009-2011)

Chapel Hill, NC

May 2011

LEGAL EXPERIENCE

ALSTON & BIRD LLP

Legal Extern

Remote

September 2020-present

- Conduct legal research on state and local taxation matters, including revisions to franchise and sales and use taxes in the D.C., Virginia, and Maryland and draft articles and client alerts regarding taxation matters relating to qualified opportunity zones.

WASHINGTON FOOTBALL TEAM

Intern, Football Operations

Landover, MD

May 2019-September 2019

- Gathered all information regarding worker’s compensation claims for players and prepared for pending litigation and mediation by briefing general counsel on the facts, potential range of liability on the claim, and best possible outcome.
- Conducted preliminary review of contracts including supplier agreements and addendums to the standard NFL player contract.

GEORGETOWN UNIVERSITY LAW CENTER

Research Assistant, Visiting Professor Maximilian von Strudel

Washington, DC

August 2018 - January 2019

- Updated course materials on tax treaties between the US and New Zealand based on multiple resources from the Organisation for Economic Co-operation and Development (OECD) and taxing authorities of each country.
- Created a comprehensive guide to the amending protocol as it related to OECD and U.S. model tax treaties.

INTERNAL REVENUE SERVICE

Legal Extern, Office of Chief Counsel (Small Business/Self-Employed Division)

Washington, DC

July 2018 - August 2018

- Answered petitions, analyzed case files in preparation for trial, and drafted summary judgment motions and pretrial memoranda.
- Analyzed the valuations of annuities in estate tax cases and evaluated the validity of certain assessed penalties.

OTHER EXPERIENCE

- Worked as an electrical engineer for Lockheed Martin for three years prior to enrolling in law school.
- Independently operated a summer party rental business for almost ten years.

BAR ADMISSIONS

Admitted to practice in Virginia (2020).

Laura Caldon

655 Massachusetts Avenue, NW, Apartment 422 • Washington, DC 20001 • (202) 485-7486 • lc264@georgetown.edu

EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER

Master of Laws in International Legal Studies

Certificate in Legal English

Honors and Awards: Fulbright Scholarship

Relevant Courses: Immigration Law, Refugee Law, Detention of Migrant Children, Borders and Banishment, International Human Rights Law, U.S. Legal Research and Writing

Activities: Latin American Law Student Association, Immigration Law Club, Center for Applied Legal Studies (volunteer)

Washington, DC
Expected May 2022

TECNOLÓGICO DE MONTERREY (ITESM)

Juris Doctor, cum laude

GPA: GPA: 3.49/4.0

Honors and Awards: Dean's List Spring 2007, Thesis Award (awarded for best senior thesis in commercial law)

Monterrey, Mexico
December 2008

EXPERIENCE

TECNOLÓGICO DE MONTERREY (ITESM) LAW SCHOOL

Adjunct Faculty

Monterrey, Mexico
February 2010 – Present (on academic leave)

- Taught over 11 courses, including Contracts, Introduction to Law, Foundations
- Coordinated law school's institutional activities, including seminars and networking events

MEXICO'S NATIONAL IMMIGRATION SERVICE

Legal Advisor

Monterrey, Mexico
May 2012 – August 2019

- Managed the Refugee Commission's Legal Department, overseeing all legal aspects of asylum adjudication, focusing primarily on asylum and immigration applications from the People's Republic of China
- Drafted over 300 resolutions adjudicating immigrant and refugee status
- Designed policy on Chinese immigration issues, such as detention, asylum credibility, and language access
- Proposed and created Mandarin Chinese versions of four immigration forms for internal use
- Regularly conducted training of agency's attorneys and staff in immigration and asylum adjudication processes
- Proposed and drafted three annual Chinese immigration reports, which served as policy-making resources

TURANZAS, BRAVO & AMBROSI

Senior Associate Attorney

Monterrey, Mexico
February 2009 – August 2012

- Oversaw securities and corporate matters, including mergers and acquisitions, bonds issuances, and loan agreements
- Counseled oil and gas companies from Brazil and Argentina on compliance with Mexico's federal regulations in the energy industry
- Trained two junior attorneys, eight interns, and two paralegals

KHURGEL IMMIGRATION LAW FIRM

Intern, Immigration Law Department

Irvine, CA
December 2006 – April 2007

- Prepared business immigration cases involving labor certification, status adjustment, deportation and removal
- Drafted cover letters, filings of immigration petitions and forms with U.S. Citizenship and Immigration Service
- Conducted research on immigration law issues, including special visas, labor certification, and permanent residence
- Performed Spanish translations of documents and acted as translator when contacting clients or foreign attorneys

LANGUAGE SKILLS

- Spanish (native), English (fluent), Mandarin Chinese (proficient), French (proficient)

PROFESSIONAL AFFILIATIONS

- Member of Mexico's Bar Association (March 2009)
- Member of Young Lawyers Committee, Mexico Bar Association (April 2009)

PUBLICATIONS

Co-author, Georgetown Law Human Rights Institute Fact-Finding Project, *Immigration Enforcement Reform: Learning from the History of Fugitive Slave Rendition*. June 8th, 2020

JINGYI (JULIE) CHEN

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123 Z Street, NW, Apartment 3B • Washington, DC 20001

BAR ADMISSION

Passed National Judicial Examination of China, November 2020
Eligible to sit for the New York State Bar Examination, July 2022

EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER

Master of Laws in General Legal Studies

Certificate in International Arbitration and Dispute Resolution

Certificate in Legal English

Relevant Courses: Corporations, Mergers and Acquisitions, International Business Transactions, Advanced International Commercial Arbitration, International Commercial Arbitration in Asia, Contracts

Activities: Member, Georgetown International Arbitration Society; Member, Georgetown Women's Legal Alliance; Member, Georgetown Asian Pacific American Law Student Association.

Washington, DC
Expected May 2022

CHINA UNIVERSITY OF POLITICAL SCIENCE AND LAW (CUPL)

Bachelor of Laws, Superior

GPA: 4.39/6.50 (Class Rank: Top 10%)

Bachelor of Arts

GPA: 4.10/6.50 (Class Rank: Top 20%)

Honors and Awards: Second-Class Scholarship for Outstanding Student of 2016; Third-Class Scholarship for Outstanding Student of 2017 and 2018; CSC Scholarship in 2019 (state scholarship for study abroad).

Activities: Vice President, Student Union; Member, 14th CUPL Student Committee

Study Abroad: Summer Legal Studies at Cornell Law School, Summer 2019

Beijing, China
July 2020

July 2020

EXPERIENCE

NEIGHBORHOOD LEGAL SERVICES PROGRAM

Pro Bono Intern, Housing Program

- Internship offer accepted. Rescinded due to COVID-19 policy not allowing remote internships.

Washington, DC
Summer 2021

CHINA UNIVERSITY OF POLITICAL SCIENCE AND LAW

Teaching Assistant to Professor Maccomb

- Taught discussion section of International Arbitration Course for second year law students.
- Collaborated with faculty to develop and present course materials in English.
- Graded all assignments and examinations for section.

Beijing, China
January 2020 – April 2020

HIGHER PEOPLE'S COURT OF SHANDONG PROVINCE

Full-time Intern, Civil Chamber I

- Researched local regulations with a focus on real estate and private debts.
- Attended and recorded minutes of internal meetings among judges.
- Proofread and reviewed judgments.

Jinan, China
January 2019 – March 2019

OTHER INFORMATION

Professional Qualifications: Passed CFA Level 1 (November 2019)

Language Skills: Mandarin (native), English (fluent).

George Cherry

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EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER

Master of Laws in Taxation

Washington, DC

May 2022

Honors and Awards: Graduate Tax Scholar receiving full tuition scholarship.

Relevant Courses: Corporate Taxation, Partnership Taxation, US Taxation of International Transactions, Executive Compensation.

TULANE LAW SCHOOL

Juris Doctor

New Orleans, LA

May 2021

GPA: 3.71/4.0 (Class Rank: Top 10%)

Relevant Courses: Federal Taxation of Individuals and Property Transactions (Federal Taxation I), Federal Taxation of Business Entities (Federal Taxation II), Tax Policy, Tax Planning and Drafting, Business Planning, Trusts and Estates, Business Associations.

Honors and Awards: Order of the Coif, Merit Scholarship Recipient

Activities: Moot Court Board Member, *Georgetown University Law Center Law Review*, Editor; Low Income Taxpayer Clinic, Volunteer; Research Assistant to Tax Law Professor.

GEORGETOWN UNIVERSITY

Bachelor of Arts in Foreign Languages

Washington, DC

May 2016

GPA: 3.56/4.0

Honors and Awards: Dean's List 2015 and 2016.

EXPERIENCE

UNITED STATES TAX COURT

Judicial Extern to the Honorable Kathleen Charles

Washington, DC

Expected Fall 2021

PORT OF NEW ORLEANS

Extern

New Orleans, LA (completed remotely)

January 2021– April 2021

- Researched and wrote memoranda analyzing complex taxation issues in environmental remediation and civil services usage for one of the largest landowners and port authorities.
- Drafted transactional business and real estate documents, including commercial leases, shipping and transportation agreements, and land development contracts.

LAW OFFICES OF CARR & KANE

Law Clerk

Metairie, LA (completed remotely)

August 2020 – April 2021

- Produced over ten memoranda analyzing tax consequences of various methods of entity formation and business transactions.
- Drafted transactional documents, including entity formation documents, buy-sell agreements, and operating agreements.
- Provided initial drafts of trust and estate planning documents.

BULL DOG WIND AND ENERGY

In-House Counsel Extern

New Orleans, LA

August 2019 – December 2019

- Outlined memoranda analyzing regulatory issues in energy and international commerce.
- Drafted transactional documents, including nondisclosure agreements and turbine sale and service agreements.
- Reviewed, edited, and re-drafted employee manual to reflect updates to North American legal requirements.

JOHN AND STERLING, LLP

Summer Associate

New Orleans, LA

June 2019 – August 2019

- Prepared memoranda analyzing issues in taxation, estate planning, agriculture, cannabis regulation, commercial transactions, real estate, and labor and employment.
- Drafted transactional documents, including letters of intent, disclosure schedules, rights of first refusal, partnership agreement provisions, and trust and estate planning documents.

OTHER INFORMATION

Bar Admissions: Louisiana (admission pending successful completion of character and fitness review, expected January 2022)

Language Skills: English (native), Russian (conversational).

Nancy L. Kelly

405 Massachusetts Avenue, NW, Apartment 6617-04, Washington, DC 20001
nlk3895@georgetown.edu • (801) 840-2065

EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER

Master of Laws in Taxation

GPA: 3.57/4.00 (Fall Semester)

Relevant Courses: Corporate Taxation (A-), Partnership Taxation (A-), US Taxation of International Transactions, Executive Compensation (B+), Advanced Partnership Tax, Income Tax Accounting

Washington, DC
Expected May 2022

GEORGE WASHINGTON UNIVERSITY LAW SCHOOL

Juris Doctor

GPA: 3.57/4.00 (Class Rank: 39/320)

Relevant Courses: Federal Income Tax, Business Organizations

Washington, DC
May 2021

UNIVERSITY OF UTAH

Bachelor of Arts in Political Science

GPA: 3.67/4.00

Study Abroad: University of New South Wales, Summer 2012

Provo, UT
May 2017

EXPERIENCE

DELOITTE

Legal Extern (Multistate Tax Services)

- Will conduct research and draft memoranda and articles regarding tax reform.

McLean, VA
Starting February 2022

KIM AND CHANG LLP

Summer Associate

- Researched and drafted legal memoranda in various areas of law, including tax treaties and international tax issues associated with real estate transactions.
- Reviewed commercial contracts between Korean companies and U.S. companies.
- Conducted due diligence for listing of a South Korean mobile media company on the New York Stock Exchange and prepared first draft of the South Korean legal opinion.
- Wrote blog posts on current corporate and tax law issues for multinational companies conducting business in South Korea.

Seoul, South Korea (worked remotely)
May 2020 – August 2020

U.S. SECURITIES AND EXCHANGE COMMISSION

Honors Legal Intern, Division of Corporation Finance

- Conducted legal research on sovereign debt issues, including effects of various proposed amendments regarding direct and indirect exposure to European sovereign debt for SEC registrants.
- Drafted initial SEC staff comments to '33 Act Schedule B foreign sovereign debt registration statements.
- Prepared summaries of testimony to assist with cross-examination of witnesses at administrative proceedings for the Enforcement Division.

Washington, DC
May 2019 – August 2019

ASIANA AIRLINE

Operations Intern

- Compiled weekly reports on cargo operations at Incheon Airport, including customs clearance, manifesting of cargo and shipment tracing issues.

Seoul, South Korea
August 2017 – August 2017

OTHER INFORMATION

Language Skills: English (native), Korean (basic)

Professional Affiliations: Member, American Bar Association (2021)

Songyuan (Susan) Li

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Washington, DC 20037

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BAR ADMISSIONS

Passed National Judicial Examination of China, November 2017

EDUCATION

Georgetown University Law Center

Master of Laws in International Business and Economic Law

Washington, DC

May 2020

GPA: 3.70/4.00

Relevant Courses: Commercial Law: Sales Transactions (A), Law and Foreign Investment in China (A), International Business Transactions (A-), Introduction to International Commercial Arbitration (A-), US Legal Research, Analysis and Writing (Honors),

Activities: Research Assistant to Professor Paul Saulski, Law-Asia Institute

Wuhan University School of Law

Bachelor of Laws

Wuhan, China

July 2019

GPA: 3.91/4.00 Class Rank: 2/370

Relevant Courses: Civil Law, Commercial Law, Antitrust, International Law

Honors and Awards: National Scholarship (2015); Academic Research Scholarship (2016)

Activities: Editor in Chief, Wuhan Student Newspaper (2016)

Exchange Program: Bern University (Switzerland), LL.M. Program in International and Comparative Law (2017)

EXPERIENCE

Clyde & Co.

Legal Intern

Shanghai, China

February 2019-March 2019

- Selected from among over 300 students to join the International High Performance Student Internship Program.
- Worked on aircraft financing and leasing team on projects involving Cape Town Convention aircraft research, special purpose vehicle incorporations and aircraft financing transactions ranging from \$7.2 million to \$336 million USD.
- Developed Clyde & Co.'s presence in China by preparing aircraft finance leaflet in Chinese and delivering a presentation.

Eversheds

Legal Intern

Bern, Switzerland

October 2018-December 2018

- Conducted legal research, analyzed complaints, answers and evidentiary documents for five cases involving shareholder interest issues, real estate transactions and financial leasing disputes.
- Advised a leading oil company on business plan by analyzing its commercial data, drafting memoranda for partners in relation to finance and custom supervision policies and providing opinions on site selection and capital structure.

Ke Jie Primary School

Volunteer Teacher

Wuhan, China

September 2016-January 2017

- Tutored fourth-grade students on basic legal principles.
- Conducted survey concerning legal awareness and provided pro bono work for students' parents in relation to claims involving land use rights.
- Participated as a judge in moot court performance in a juvenile delinquency case.

ADDITIONAL INFORMATION

Language Skills: English (native), Mandarin (native)

Interests: Woman FIDE Master, World Chess Federation, European Universities Chess Championship (1st place-2017, 2nd place-2018)

ANTONIA (TONI) DE CAMPOS MEIRELLES
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adm5@georgetown.edu • (202) 378-3892

EDUCATION

Georgetown University Law Center

Master of Laws in International Legal Studies

Certificate in International Arbitration and Dispute Resolution

GPA: 3.60/4.0 (11 out of 12 courses reported)

Relevant Courses: Public International Law (PIL), Litigation in International Arbitration, Investment Treaty Arbitration, Investment Law, International Commercial Arbitration, International Business Transactions, Trade and Investment Law Practicum, International Trade Law, World Trade Organization and PIL.

Activities: Events Committee Member, Georgetown International Arbitration Society (GIAS); Member, Foreign Lawyers at Georgetown (FLAG); Member, Georgetown Law Francophone Association (GLFA)

Washington, DC

May 2021

Federal University of Pará

Bacharel em Direito (J.D. Equivalent)

GPA: 7.6/10.0

Study Abroad: Foreign Exchange Program at Sciences Po - Paris (2011)

Award: Member of the Willem C. Vis International Commercial Arbitration Moot Court XVth Edition team (obtained Honorable Mention for the Frederic Eisenmann Award for Best Team Orals)

Activities: Literacy Teacher; Youth and Adult Literacy Program (2008)

Belém, Pará, Brazil

December 2012

EXPERIENCE

TozziniFreire Advogados

Associate, Arbitration

São Paulo, Brazil

January 2013 - June 2020

- Acted as senior or sole litigation associate on criminal, civil, procedural, administrative and regulatory cases handled, pending in courts, administrative bodies or arbitral tribunals.
- Drafted legal memoranda for international investment arbitration proceedings concerning a major international airport, pending in the International Centre for Settlement of Investment Disputes.
- Drafted submissions and argued before the tribunal on a US \$6.8 million commercial arbitration case representing a premier footwear exporter in Brazil.
- Other representative cases include: (1) rehabilitation and related cases of a large automotive company, and a group of special purpose vehicles engaged in asset management, (2) civil and criminal cases on behalf of a multi-national apparel manufacturing company and its officers, (3) defense of a Banco Central do Brasil senior official in civil, criminal, and administrative cases brought by officers of a large bank placed under receivership.
- Conducted research and composed memoranda on international law and arbitration matters, including the Fair and Equitable Treatment standard and *lex mercatoria* and the harmonization of International Commercial Law.

Banco Central do Brasil (Central Bank of Brazil)

Intern, Legal Division

Brasília, Brazil

November 2011

- Drafted written memoranda and submissions.
- Conducted legal research and supervised the status of proceedings before state courts.

Permanent Mission of Brazil to the WTO

Intern

Geneva, Switzerland

Summer 2011

- Took notes and reported on negotiations at the WTO, under the supervision of WTO Chair Martin Schmitt.
- Researched international trade issues and provided administrative assistance as requested by the Brazilian diplomats and other professionals at the Mission.

LANGUAGE SKILLS

- Portuguese (native), English (fluent), French (fluent), Spanish (intermediate)

BAR ADMISSION

- Brazil (2013)
- Eligible to Sit for the New York State Bar (2021)

PROFESSIONAL AFFILIATIONS

- Member, Brazilian Arbitration Committee (CBAr) (2017)
- Member, Association of Brazilian Law Firms (CESA) at Rio Grande do Sul (2016)
- Mediator, Brazilian Center of Mediation and Arbitration (CBMA) (2014-2016)

ADDITIONAL LEGAL ACTIVITIES AND ACADEMIC WORK

- Presented paper on “Mediation and Arbitration: discussion on possibility of sharing practice tools” at the Brazilian Arbitration Committee Annual Meeting (2017)
- Studied at IADC 2015 Trial Academy, organized by the International Association of Defense Counsel at Stanford University (2015).
- Fundamental Themes of International Arbitration Law (Grade: A), at Federal University of Pará (2012)

VOLUNTEER WORK AND OTHER ACTIVITIES

- Coach of WTO Dispute Settlement Moot Court Team through FGV São Paulo School of Law (2015-2016)
- Volunteer Teacher of Arts and Literature for low-income high school students (2016-2018)
- Pará Tennis Federation (2010)
- Athletic Leadership Award for contributions to the university basketball team (2007)

PUBLICATIONS

- Das Regras Contratuais no Mercosul (Contractual Rules in the Mercosur) chapter from the book *Mercosul, seus efeitos jurídicos, econômicos e políticos nos estados membros* (Legal, economic, and political effects of the Mercosur in its member countries) (Porto Alegre: Livraria do Advogado, 2014).
- Co-author of Arbitration chapter from the publication *Latin Lawyer Reference*, 2014, 2015, 2016 and 2017.
- Co-author of Brazil chapter from the book *International Civil Procedure Handbook* (London: Kluwer Law International, 2006).
- Co-author, Infrastructure and Utility Services in Brazil According to the General Agreement of Trade and Services (GATS) of the WTO, MONDAQ, Apr. 23, 2016.
- Co-author, Brazil vs. United States - Cross Retaliation as a Possible Alternative. *World Commerce Review*, v. 4, at 62-64, Mar, 2012

JAKE MILLER

jm453@law.georgetown.edu • 297-937-0183

Current: 5923 Duran Road, Rockville, MD 20836

Permanent: 11301 Longmire Cove, Conroe, TX 77304

EDUCATION

Georgetown University Law Center

Master of Laws in Taxation

Relevant Courses: Qualified Retirement Plans (A), Health & Welfare Plans (A), Tax Research & Writing (A), Employee Benefits Practicum, US Income Tax, Corporate Income Tax I

Washington, DC

Expected May 2022

The University of Texas at Austin School of Law

Juris Doctor

Honors: CALI Award (highest grade), Dean's List (Fall 2014), St. Thomas More Scholar (renewable merit based scholarship)

Moot Court: National Moot Court Team, (Member), Jacksonville February 2014

Journal: TEXAS SPORTS LAW REVIEW (Staff)

Relevant Courses: Employment Law (A), Employee Benefits (A+), Labor Law (A), Gifts, and Trusts (A), Federal Taxation of Estates

Austin, TX

May 2020

Elon University

Bachelor of Science in Accounting

Elon, NC

May 2013

EXPERIENCE

Goldstein Law Group

Extern

- Advise public and private companies on the tax, accounting and securities laws aspects of equity-based compensation programs and employee benefit plans

Washington, DC

October 2021 – Present

Lawsons Law Office

Law Clerk

- Represented individuals in ERISA litigation.
- Drafted administrative appeals and litigated claims for benefits under retirement and welfare benefit plans

Austin, TX

June 2020 – August 2021

Guydon Love, LLP

Summer Associate

- Represented a private real estate equity fund with over \$1.6 billion equity capital in an investment management company

Austin, TX

May 2019 – July 2019

University of Texas Law School

Research Assistant, Professor Charles Tilford McCormick

- Conducted and organized research regarding employee benefits including both academic publications and topics presented to the U.S. Department of Labor's ERISA Advisory Council.

Austin, TX

August 2018 – January 2019

Robert Philipson & Co.

Tax Accountant

- Prepared multi-state corporate, partnership, individual, and trust tax returns
- Analyzed and identified the tax effects of highly complex transactional and tax issues
- Interviewed customers directly to obtain necessary tax information for returns

Silver Spring, MD

November 2013 – August 2017

The Honorable Arlene Lindsay, U.S. District Court, Eastern District of New York

Intern to the Honorable Arlene Lindsay

- Observed pretrial deliberations, court room proceedings, and drafted court documents

Islip, NY

Summer 2011

BAR MEMBERSHIP

Member, State Bar of Texas, September 2020.

Gerrard Morrell

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Phone: (212) 821-6238

EDUCATION

Georgetown University Law Center

Master of Laws in Global Health Law and Governance

Washington, DC

Expected May 2022

Relevant Courses: Fall 2021: Health Law and Regulation; Regulation of Drugs, Biologics and Medical Devices; Spring 2022

(tentative): The Affordable Care Act: Law and Policy Governing Private Health Insurance; Health Care Fraud and Abuse

Activities: President of the Foreign Lawyers at Georgetown (FLAG), Member of the Board of the Georgetown Law European Society.

University of Antwerp, Faculty of Law

Master of Laws (Masters of Laws in de Rechten), Cum Laude

Antwerp, Belgium

September 2021

Relevant Courses: International Contracts, Economic and Financial Law, Competition Law, Conflict of Laws, Social Security Law, Patrimonial Family Law, Seminar in Constitutional Law.

Thesis: “The Sixth Reform of the Belgian State” under the supervision of Belgian Deputy PM.

University of Glasgow, School of Law

Master of Laws

Glasgow, Scotland

December 2020

Relevant Courses: Business Law, Advanced International Law, Constitutional Law.

Activities: Member of the Law Society

University of Savoy Mont Blanc, Faculty of Law

Bachelor of Laws, Cum Laude

Savoy, France

June 2019

Activities: President of the Law Students Organization (Managed a team of 20 people and organized social events, conferences and trips for the Law School), Actor in the law school play.

EXPERIENCE

Arendt & Medernach

Legal Intern, Corporate Division

Luxembourg City, Luxembourg

June 2020- August 2020

- Issued legal opinions and drafted agreements and board minutes related to the establishment in Luxembourg of a branch of the second largest Chinese bank.
- Conducted research, provided legal assistance to partners, and participated in negotiations for the establishment in Luxembourg of a PayPal subsidiary.
- Drafted board minutes and short-form agreements for various companies established in Luxembourg and provided legal assistance for their day-to-day operations.

OTHER INFORMATION

Language Skills: French (native), Dutch (fluent), English (fluent).

Professional Development:

- Member of the French Youth Parliament, French Senate, February 2015.
- Member of the European Summer University Program, The European Studies Centre of the University of Szeged, Hungary, July 2015. Subject matter: “Europe, Greater Integration of Successive Dissolution?”

Awards and Honors:

- Awarded “Georgia Traveler” by the Governor of the State of Georgia for “out of state visitors who have contributed to the progress, enjoyment, or well-being of the State of Georgia or her people.”

Interests:

- Translate documents between French and English on a freelance basis
- Attended Johns Creek High School in Georgia, USA as a Rotary Exchange Student for a year, 2012-2013.

BROOKS T. O'BRIEN

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EDUCATION

Georgetown University Law Center

Master of Laws in Taxation, Certificate in Employee Benefits

GPA: 3.67/4.0

Relevant Coursework: ERISA: Fiduciary Provisions (A), Retirement Plan Qualification Requirements (A-), Executive Compensation: Equity and Cash Based Incentives (A-), ERISA: Avoiding and Managing Employee Benefits Litigation (A-), Corporate Income Tax Law (A-), Private Equity and Hedge Funds: Taxation and Transactions

Washington, D.C.
Expected May 2022

Notre Dame Law School

Juris Doctor, *cum laude*

GPA: 3.49/4.0 (Top 15%)

Relevant Coursework: Tax Controversy & Litigation (A), Federal Tax: Partnerships/Corporations (A-), Federal Income Tax: Individuals (B+), Mergers and Acquisitions (A)

Notre Dame, IN
May 2021

Honors:

- Heritage Scholarship: 2018-2021 (merit based award for academics, leadership and service)
- Dean's List: Fall 2018, Spring 2019, Spring 2020

Activities:

- *Notre Dame Law Review*, Associate Editor (2019-2020), Note Writer (2018-2019)
- Volunteer Income Tax Assistance (VITA), Site Coordinator (2014)

University of Illinois at Urbana-Champaign

Bachelor of Science in Media Studies, Minor in Communications

GPA: 3.3/4.0

Urbana-Champaign, IL
May 2018

LEGAL EXPERIENCE

Volunteer Income Tax Assistance (VITA)

Site Coordinator

Notre Dame, IN
January 2021-April 2021

- Prepared over twenty federal and state tax returns and reviewed returns prepared by other reviewers
- Advised taxpayers on tax issues, including quantifying charitable contributions, choosing between itemizing and standard deductions for maximizing refunds, the inclusion of distributions from individual retirement accounts in come, and determining eligibility for deducting transportation expenses
- Completed first six weeks of work remotely due to COVID-19 pandemic

United States District Court for the Northern District of Indiana

Judicial Extern, Honorable Judge Robert L. Miller Jr.

South Bend, IN (remotely)
August 2021-December 2021

- Conducted research on a variety of issues, including: American with Disabilities Act Amendments Act ("ADAAA"), Family and Medical Leave Act ("FMLA"), Social Security, Habeas Corpus and Fraudulent Joinder
- Reviewed party briefs and drafted final opinions on Social Security and Fraudulent Joinder cases
- Drafted bench memoranda for summary judgment oral arguments on cases involving ADAAA and FMLA claims
- Analyzed rulings and discussed whether recommendations had been followed in debriefing sessions with the Court

United States Securities and Exchange Commission

Summer Honors Program Intern, Division of Corporation Finance

Washington, D.C. (remotely)
May 2020-August 2020

- Reviewed and proposed comments on companies' filings relating to securities offerings, mergers and annual filings to ensure technical compliance and the absence of any materially misleading information
- Developed a working knowledge of Regulation S-K, forms for registering securities offerings under the Securities Act of 1933 and reporting forms under the Securities Exchange Act of 1934
- Analyzed final and proposed amendments relating to private offerings under Rule 506 of Regulation D

Kaplan & Associates, LTD

Law Clerk

Chicago, IL
May 2019-July 2019

- Drafted motions for summary judgment, responses and replies to summary judgment and motions to dismiss relating to foreclosures
- Implemented a system that simplified the process of responding to motions for summary judgment in foreclosure cases

BAR MEMBERSHIP

Illinois State Bar, October 2020 (admission pending)

MS. SAANVI PATEL

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sg1785@georgetown.edu • (202) 718-9034

EDUCATION

Georgetown University Law Center

Master of Laws in National and Global Health Law

GPA: 3.4/4.0

Relevant Courses: International Efforts to Combat Corruption, ICSID Arbitration: Jurisdiction and Procedure, Public Health and International Investment Law, Corporations

Practicum: Project towards submission to the UN CESAR with the Action on Smoking and Health (ASH) and the O'Neill Institute for National and Global Health Law.

Washington, DC
Expected December 2021

Government Law College

Bachelor of Arts and Bachelor of Law

GPA: 62/100 (**Class Rank:** Top 15%)

Honors: First Division

Activities: Participant, 17th All India Moot Court at Kerala Law Academy (2005); Organizer, National Consultation Workshop on the U.N. Convention Against Corruption (2010)

Mumbai, India
May 2011

WORK EXPERIENCE

Nishith Desai Associates

Associate

- Represented international clients, including Fortune 500 companies, in disputes before Indian authorities including the Delhi High Court and the Consumer Protection Tribunal.
- Drafted documents including suits, writ petitions, lease deeds, partnership agreements and divorce petitions for legal proceedings involving both domestic and international clients.
- Advised prospective clients on potential domestic claims and initiated new claims before Indian tribunals.

Bangalore, India
May 2015-May 2020

Chambers of Milan K. Banerji

Associate

- Successfully assisted the Former Attorney General of India in representing states of India in energy sharing disputes before the Supreme Court of India.
- Drafted opinions on domestic civil and criminal law queries and issues of relevance to the Government of India.
- Represented the Government of India in arbitration proceedings in the mining industry

New Delhi, India
February 2011-May 2015

Ernst and Young LLP

Legal Intern

- Performed extensive research to create a comprehensive compliance database of both Direct and Indirect taxes accumulated under State and Federal laws encompassing compliance, tax provisions.
- Created an international compliance database for countries such as the Netherlands and Korea.

New Delhi, India
January 2007-February 2008

ADDITIONAL INFORMATION

Interests: National Level Table Tennis Player; Classically Trained Pianist; Certified Chef from Le Cordon Bleu, London.

Professional Memberships: Associate Member, Indian Society of International Law; Member, Young International Arbitrators Group at the LCIA; Member, Executive Committee, Modern School Old Students Association

Language Skills: English (Native), Hindi (Native), Gujarati (Fluent), Spanish (Basic)

Bar Admission: Taking courses to qualify to sit for the February 2022 New York State Bar Examination (Eligibility pending); Member, All India Bar Association (September 2015); Member, Bar Council of Delhi (July 2015)

Current:
3509 Brookwood Drive
Fairfax, VA 22030

WINNIFRED SAMUELS
(239) 266-9214 • ws2759@georgetown.edu

Permanent:
197 Thorne Meadow Pass
Davenport, FL 33897

EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER Washington D.C.
LL.M. in International Business and Economic Law, Certificate in Securities and Financial Regulation May 2021
Relevant Courses: Corporate Controls, Governance and Compliance, Complex Securities Investigations, International White Collar Crime, Federal White Collar Crime (which included a focus on the Foreign Corrupt Practices Act)

University of Georgia School of Law Athens, GA
J.D. May 2010
Relevant Courses: Pretrial Litigation, Negotiations, Civil Trial Practice, Corporate Crimes, Accounting for Lawyers

Florida Southern College Lakeland, FL
B.A. in Political Science May 2007

PROFESSIONAL EXPERIENCE

DEPARTMENT OF DEFENSE Washington D.C.
Prosecutor, Office of Military Commissions July 2016 – present

- Support and assist in complex capital prosecutions in cases with the highest national priority, including the alleged mastermind of the 9/11 attacks as well as the mastermind of the attack against the USS Cole.
- Manage pleadings and discovery requests and responses on behalf of three trial teams
- Collaborate with inter-agency partners to collect and declassify evidence and court filings for both the defense teams and for the general public.
- Manage the discovery process for all privileged documents in the trial of United States v. Mustafa al Amriki.

UNITED STATES ARMY Carlisle Barracks, PA
Criminal Defense Attorney June 2014-June 2016

- Represented clients charged with felony level crimes to include sexual assault, child abuse, child pornography, assault, absent without leave, and use, possession and distribution of drugs.
- Obtained numerous full acquittals for clients charged with felony level crimes in both bench and jury trials.
- Advised clients on legal issues, to include: administrative separations, non-judicial punishment, criminal investigations, and trials.
- Successfully defended the careers of dozens of clients in front of administrative separation boards and boards of inquiry.
- Argued criminal law motions, such as motions to dismiss, motions *in limine*, and motions to compel in front of judges, including successfully arguing a motion to dismiss charges against a client that impeded on his Constitutional rights to free speech and due process.
- Mentored and assisted two junior defense attorneys in case strategy and trial preparation.

Prosecutor January 2013-June 2014

- Represented the Government at both trials and administrative hearings, prepared prosecution memorandums and charge sheets, formulated trial strategies, prepared and responded to pretrial motions, interviewed witnesses and coordinated services with Defense Counsel and law enforcement.
- Successfully prosecuted an extraordinarily complex child abuse case through trial, eliciting complex expert medical testimony from several senior medical professionals.

Administrative Law and Legal Assistance Attorney October 2011-January 2013

- Provided legal services to members of the U.S. Army, including over 150 wills, estate planning advice and over 200 powers of attorney.
- Offered legal advice, counseling and pro se assistance to a population of 60,000 Army service members and families.
- Drafted legal reviews on administrative law matters, including the interpretation of Federal statutes, Federal and Army regulations, investigations, Congressional Inquiries, Joint Ethics Regulations and Freedom of Information Act matters.

ADDITIONAL INFORMATION

- Licensed to practice law in New York (2010), New Jersey (2010), U.S. District Court in New Jersey (2010) and Florida (2011)
- Maintain a TS/SCI security clearance
- Fluent in Russian

Queenie Siu

1130 R Street, NW, Washington, D.C. 20009 • (202) 708-1331 • qs27@georgetown.edu

EDUCATION

Georgetown University Law Center

Master of Laws in International Business and Economic Law

Certificate in World Trade Organization (WTO) Studies

Honors and Awards: Georgetown University Academic Scholarship (Merit Scholarship)

Activities: Member, Foreign Lawyers at Georgetown

Relevant Courses: International Trade Law; U.S. & International Customs Law; International Trade Remedies and the WTO; International Economic Law Practicum (Clinic supervised by Professors Hillman and Pauwelyn, for selected students only)

Washington, D.C.

Expected May 2020

Institut d'Études Politiques de Paris, School of International Affairs (Science Po)

Master of International Affairs in International Energy with a Specialization in Global Risk

Activities: Treasurer, TransAtlantic Association; Delegate, Simulation of UNFCCC 19th Conference of the Parties

Relevant Courses: Energy Economics; Oil and Gas Upstream Industry: Business, Strategy and Finance; Accounting; International and Comparative Petroleum Law and Contracts; Decarbonization Scenarios and Renewable Energy Resources

Paris, France

Expected May 2020

Sun Yat-sen University

Bachelor of Laws with Honors

GPA: 84/100 (Class Rank: 18/478)

Honors and Awards: First-Class Scholarship; Outstanding Member, Youth League

Study Abroad: Fu Jen Catholic University in Taiwan, Spring 2015

Guangzhou, China

June 2019

EXPERIENCE

Dacheng Law Offices

Intern, Foreign Investment Department

- Advised foreign companies, including a Danish appliance manufacturing company and a Japanese cosmetics company, on establishing local branches in Chinese municipalities.
- Advised clients on general corporate matters for their Chinese joint ventures, including drafting and reviewing shareholder agreements, joint venture agreements, licensing agreements and franchise agreements.
- Conducted due diligence and issued legal opinions regarding Chinese governmental approvals and Committee on Foreign Investment in the U.S. (CFIUS) review
- Advised a U.S. clothing manufacturing company and a South Korean automobile manufacturing company regarding labor law issues under Chinese legal framework, including non-complete clauses and early termination of contracts.

Guangzhou, China

June 2019-August 2019

People's Court of Luogang District

Intern

- Investigated and performed intake on evidence from government and commercial entities and reviewed evidence materials during pretrial evidence exchange.
- Drafted summary judgments and mediation agreements for disputes regarding commercial contractual disputes.

Guangzhou, China

June 2018-August 2018

PAPERS AND PUBLICATIONS

- "Hedging Hopes with Fears in China's Accession to the World Trade Organization: A Look Back at the Transitional Special-Product Safeguard for Chinese Exports," *Journal of World Intellectual Property*, May 2019.
- Co-author of "Getting the Deal Through: Cartel Regulation 2016," *Law Business Research Ltd*, November 2018.

BAR ADMISSIONS

- Member, People's Republic of China Bar (October 2019)
- Eligible to Sit for the New York Bar (July 2020)

LANGUAGE SKILLS

- Mandarin (native)
- Cantonese (native)
- English (fluent)
- French (fluent)

WORK AUTHORIZATION

Legally authorized to work in the United States without employer sponsorship

Appendix E: Sample Cover Letters and Other Correspondence

Sample E-mail and Cover Letter: Application for Employer Job Posting (Government)

JOB POSTING: U.S. SECURITIES AND EXCHANGE COMMISSION

U.S. Securities and Exchange Commission—Division of Enforcement, Posting Number 814725

The SEC's Division of Enforcement is seeking resumes from attorneys interested in working in its investigation branches. The Division investigates possible violations of the federal securities laws, recommends Commission action when appropriate, either in federal court or before an administrative law judge, and negotiates settlements of these actions if possible or litigates the cases if necessary.

The alleged violations investigated by the staff of the Division encompass a wide range of conduct, including insider trading, market manipulation, financial reporting and accounting fraud, offering fraud and violations by professional market intermediaries (e.g., broker-dealers, transfer agents, investment companies, investment advisers, etc.) and persons associated with them. Attorneys assigned to the investigation branches generally have the opportunity to work on cases involving a number of these kinds of violations and to play important and responsible roles in the investigation of these matters.

The Division is looking for attorneys who have J.D.s from an accredited law schools, are members of the bar, have a minimum of one year of legal experience in the securities field or in a related financial field, and have excellent writing, communication and analytical skills. Demonstrated experience with and knowledge of the statutes and regulations administered by the SEC or experience in complex commercial/business litigation are especially desirable. The Division currently is giving preference to experienced lawyers who have been practicing in the areas described above for three or more years.

If you are interested, please send an e-mail to ENFResumes@sec.gov and attach: (1) a cover letter addressed to: "Hiring Committee, Division of Enforcement" outlining your relevant background and experience (please reference the number of this posting), (2) a current resume and (3) a writing sample that you were primarily responsible for drafting. If you graduated from law school within the past five years, please submit a law school transcript as well.

From: Patricia A. Daly (pad00@law.georgetown.edu)

Sent: January 27, 2020 9:00 AM

To: ENFResumes@sec.gov

BCC: Patricia A. Daly

Subject: Attorney Job Posting for Division of Enforcement at the U.S. Securities and Exchange Commission

Attachment: Patricia A. Daly Cover Letter; Patricia A. Daly Resume; Patricia A. Daly Writing Sample; Patricia A. Daly Transcripts

Dear Ms. André:

Please consider the attached documents as my application for the attorney position with the Division of Enforcement at the U.S. Securities and Exchange Commission posted on the SEC's website.

I will graduate from Georgetown University Law Center with a Master of Laws in International Business and Economic Law in May 2020 and am available for employment immediately thereafter.

As requested, I am attaching a cover letter, resume, writing sample and law school transcripts. I look forward to hearing from you in the near future.

Sincerely,

Patricia A. Daly
Georgetown University Law Center
LL.M. Candidate
(202) 662-9191

Attachments (4)

Patricia A. Daly
600 New Jersey Avenue, NW, #300
Washington, DC 20001
Phone: (202) 662-9191
pad00@law.georgetown.edu

January 27, 2020

Ms. Alexandra André
Hiring Committee, Division of Enforcement
U.S. Securities and Exchange Commission
100 F Street N.E.
Washington, DC 20549

Re: Posting Number 814725

Dear Ms. André:

I am writing to apply to the above-referenced position at the U.S. Securities and Exchange Commission (SEC). As an attorney with four years of private practice experience in the securities area and a May 2020 candidate for a Master of Laws in International Business and Economic Law from Georgetown University Law Center, I am well prepared to serve in this position. My practice and studies have focused on the areas specifically mentioned in your job posting, particularly insider trading, financial reporting and accounting fraud and violations by market intermediaries.

I have the three years of complex commercial and business litigation experience through my time as an audit and litigation specialist with KPMG in Atlanta. In that role, I played a substantial part in a major insider trading investigation involving market manipulation by broker-dealers. During law school, I held a three-month internship with the Enforcement Division of the Financial Services Authority (FSA) in London, where I worked on my writing, communication and analytical skills through the preparation of two analytical briefing papers and assisting division attorneys in the drafting of a Guidance Note on the new FSA rules for administrative enforcement actions. The knowledge of securities regulation that I developed during these experiences have sufficiently equipped me for a position with the SEC.

Given my pertinent knowledge and experience, I am a strong candidate for this position, and I hope to be able to meet with members of the Hiring Committee in the near future to discuss it. I will contact you by February 5 to make sure that you have received my materials and to provide any additional information you may require. Thank you very much for your consideration.

Sincerely,



Patricia A. Daly

Enclosures (3)

Sample E-Mail and Cover Letter: Application for Symplicity Posting (Law Firm)

**SYMPPLICITY POSTING FOR TAX ASSOCIATE:
MAYER, BROWN, ROWE & MAW LLP**

The Washington Office of Mayer, Brown, Rowe & Maw LLP is seeking an associate to join its active and prestigious tax practice, which is an integral part of the Firm's approximately 100 tax lawyers in nine cities worldwide. Applicants should have a demonstrable interest in tax transactional/planning, tax controversy and/or tax public policy. Accounting and business backgrounds are a plus. Excellent work and academic credentials (top third of the class), including strong writing, research and oral presentation skills, are essential.

To apply for this position please submit a cover letter, resume and transcript to Amy Bigart at abigart@mayerbrownrowe.com.

From: Thomas Alton (ta123@law.georgetown.edu)

Sent: October 26, 2019 1:00 PM

To: abigart@mayerbrown.com

BCC: Thomas Alton

Subject: Materials in Application for Tax Associate Position

Attachment: Thomas Alton Cover Letter; Thomas Alton Resume; Thomas Alton Transcript

Dear Ms. Bigart:

I am currently a Tax LL.M. student at Georgetown University Law Center, and I am applying for the Tax Associate position posted on Georgetown Law's Symplicity website.

As requested, attached please find a cover letter, resume and transcript. I look forward to hearing from you in the near future.

Sincerely,

Thomas Alton
Georgetown University Law Center
LL.M. in Taxation Candidate
(202) 414-3146

Attachments (3)

Thomas Alton

580 Connecticut Avenue, N.W., Apartment 543
Washington, D.C. 20009
(202) 121-9847
ta123@law.georgetown.edu

October 26, 2019

Ms. Amy Bigart
Attorney Recruitment Coordinator
Mayer, Brown, Rowe & Maw LLP
1909 K Street, N.W.
Washington, D.C. 20006

Dear Ms. Bigart:

I am writing to apply for the Tax Associate position at Mayer, Brown, Rowe & Maw LLP. I am currently a Taxation LL.M. student at Georgetown University Law Center (Georgetown Law). My excellent credentials in the tax area and my academic record would make me an asset to your firm's tax practice.

As an LL.M. student in Georgetown Law's Taxation program, I am enrolled in a number of classes that require and will help further develop my understanding of substantive tax, transactional, and related public-policy issues. These classes include Tax Planning for Real Estate Transactions, Income Tax Accounting, Tax Practice and Procedure and a tax policy seminar. Having graduated in the top five percent of my J.D. class and earned a CALI Award for the highest grade in the class in my Taxation Transactions course at Emory Law School, I also have the excellent academic credentials you are seeking. The knowledge gained in these courses and through my studies will allow me to tackle the complex tax issues that I will encounter as a Tax Associate.

In addition to my academic success, I have focused on developing strong research and writing skills. While in law school, I was the managing editor of the *Emory Law Journal* and in that capacity, I published my own note and edited and prepared for publication articles written by legal academics. I further enhanced my research and writing skills during my internship at the United States Bankruptcy Court, where I drafted opinions and memoranda for Judge Lawrence Gilbert. I have work experience in the taxation field as well, through my role as an active member of Emory's Tax Law Society and the Volunteer Income Tax Assistance Program at Emory, where I prepared tax returns for low-income clients. I also have a strong background in accounting, as I took Principles of Accounting I and II as part of my business degree in college.

My academic record and background show that I would be an asset to Mayer Brown. I would be happy to meet with you to discuss the position and the contributions I could make and will telephone next week to see if there is any additional information I can provide. Thank you for your consideration.

Very truly yours,



Thomas Alton

Enclosures (2)

Sample E-mail: Application to International Organization [Posted Position]

From: Anna Maria Luiz (amlc4@law.georgetown.edu)
Sent: November 18, 2019 3:08 PM
To: afeliciano@worldbank.org
BCC: Anna Maria Luiz
Subject: Job Application: The World Bank Legal Vice Presidency, Attorney Position
Attachment: Anna Maria Luiz Resume; Anna Maria Luiz Transcript; Anna Maria Luiz Writing Sample

Dear Ms. Feliciano:

I am writing to apply for a third-year attorney position within the Legal Vice Presidency specializing in health and human services law. This is precisely the area for which my experience and education has prepared me. I am a Brazilian-trained attorney currently pursuing a Master of Laws in Global Health Law at Georgetown University Law Center (Georgetown Law) with previous work experience in public health in Brazil.

My current coursework at Georgetown Law includes classes such as Global Health Law and International Human Rights; Health Law and Policy; International Organizations in the Global Health Arena; and Law and Ethics in Tobacco Control. I have also been studying related international trade and development issues and am currently working on a paper entitled "*Recent Trends in the Areas of Surveillance and Survey Implementation in Global Tobacco Control: A Legal Perspective*," focusing on South America. This research has given me a unique perspective, which I would be able to apply in working on the global tobacco surveillance project assigned to the attorney.

My previous experience consists of spending two years in the Legal and Support Services of the Department of Health in São Paulo. During that time, I specialized in service and supply agreements and administrative law hearings regarding increased access to social services and life-saving drugs for indigent HIV-positive populations. Additionally, I have gained significant field experience, as I spent one year in Guatemala working for an AIDS and HIV project sponsored by the Dayton Foundation, a non-governmental organization closely affiliated with Oxfam International. My knowledge of and practical experience in health law would be an asset for many of the Bank's current projects involving global health, disease control and access to life-saving drugs, especially in the areas of HIV-AIDS, measles and tuberculosis control.

I would relish the opportunity to contribute my legal perspective to the projects currently being undertaken by the Bank. Thank you for your time in considering my application. I will follow up by telephone next week to make sure you have received it. In the meantime, if you have any questions, please do not hesitate to contact me

Sincerely,

Anna Maria Luiz
Georgetown University Law Center, LL.M. Candidate
(202) 414-3146

Attachments (3)

Sample E-mail: Application to Law Firm [Unposted Position]

From: James Johnson (jj00@law.georgetown.edu)
Sent: November 18, 2020 4:50 PM
To: matthew.rowland@honigman.com
Subject: Attorney Opening: Corporate and Securities Transactional Law
Attachment: James Johnson Resume

Dear Mr. Rowland:

I am writing to express interest in a position in the Corporate and Securities Department at Honigman Miller Schwartz and Cohn LLP. Currently, I am enrolled in the Executive Master of Laws program in Securities and Financial Regulation at Georgetown University Law Center and I expect to graduate in May 2022. I have the academic background and professional experience to be an asset to your firm.

I was recently introduced to two partners from your firm, Stephen Bryant and Stephanie Musgrove, when they spoke in September at the ABA Corporate Law Division's seminar program on the new SEC Guidance Note on Disclosure of Global Securities Offerings and Regulation S. I was very impressed by their professionalism and evident command of these areas of law.

My current coursework in the LL.M. program includes studies on banking regulation, mergers and acquisitions and disclosure under securities regulations, which are very relevant to your firm's practice focus. Earlier this year, I graduated from the University of Maryland School of Law, where I took a heavy concentration of business, securities and tax law courses. I have also recently passed the bar exam in Maryland.

While in law school, I had an internship with a mid-sized law firm in Texas, where I gained significant legal research and writing skills. After completing my JD, I held a short-term legal job with a small consulting firm in Miami, where I conducted policy and legal analyses and drafted recommendations for Florida cities looking at municipal bond issuances for the purposes of financing capital projects. Through these positions, I have the relevant and substantive work experience to contribute to your Corporate and Securities Department.

I am a dedicated worker and I am eager to obtain an associate position with Honigman. I would welcome the opportunity to meet with you to discuss any potential opportunities. Attached, please find my resume for your review. Thank you for your time.

Very truly yours,

James Johnson
Georgetown University Law Center
LL.M. Candidate
(202) 611-4232

Attachment (1)

Sample E-mail: Application to Law Firm [Unposted Position]

From: AzeemBushr@law.georgetown.edu
To: Fredericksmith@mayerbrown.com
Subject: Arabic Speaking Attorney at Georgetown University Law Center
Date: November 18, 2019
Attachment: Azeem Bushr Resume.pdf

Dear Mr. Smith:

I recently read in the *Legal Times* of your law firm's intention to expand your operations in Dubai. Your name was mentioned as the contact person for setting up the new office by the end of 2018. Congratulations on your firm's continuing success and your involvement in this process.

I am a Jordanian attorney with three years of legal experience in the commercial and securities fields. I am interested in obtaining an associate position with your law firm's New York or Dubai office after graduating from the Master of Laws program in Securities and Financial Regulation at Georgetown University Law Center this coming May 2020. Attached please find my resume for your review.

There are several ways I could support your firm's Middle East business. I speak three languages, apart from Arabic - namely, English, Spanish and French. Middle East culture is complex, and it might be useful for your team to have someone who understands protocol as well as the local language. I have also focused my studies on global securities offerings and oil and gas law, which I understand to be the practice focus of the new office.

I would greatly appreciate if you could direct me to the person in the firm most likely to be interested in an attorney with my skillset and experience. Thank you for your kind consideration, and I look forward to your advice.

Sincerely,

Azeem Bushr
Candidate, LL.M. in Securities and Financial Regulation
Georgetown University Law Center
Phone: (202) 662-9847

Attachment (1)

Sample Cover Letter: Application to Law Firm [Unposted Position]

Lin (Michaela) Wang
145 F Street, N.W.
Box #233
Washington, D.C. 20001
(202) 351-3414
lw747@law.georgetown.edu

January 10, 2020

Frank Greenwald
Legal Recruiting Manager
Clifford Chance US LLP
31 West 52nd Street
New York, N.Y. 10019

Dear Mr. Greenwald:

I am writing to inquire about and express my interest in possible openings with Clifford Chance US LLP. I am currently pursuing an International Business and Economic Law LL.M. at Georgetown University Law Center and expect to graduate this May. I have developed the necessary international perspective and legal skills to be an asset to your firm through my unique personal background, academic training, and work experience.

I graduated with a Bachelor of Laws degree from King's College London shortly before enrolling at Georgetown Law. While in London, I studied corporate, commercial, European Union, and trademarks and copyright law, in order to give me a solid grounding in global commercial transactions. My interest in this area of the law stems from my childhood in Shanghai, as I watched as the city flourished in the wake of China's ascent. With the Georgetown LL.M. program I have broadened my international legal perspective on economic issues by taking courses on intellectual property and WTO law, international negotiations, and oil and gas regulatory issues.

In addition to my strong academic background in private international law, I have gained experience working on cross-border transactional issues. For example, I studied Renminbi currency convertibility in depth while working at Bloomberg L.P. in order to perform instant oral translation between English and Mandarin at a panel discussion on offshore Chinese currency markets. I also have had legal work experience at the Bank of Taiwan, where I reviewed and discussed FATCA, the Volcker Rule, and the Dodd-Frank Act with other in-house counsel. Working collaboratively, we prepared reports and policy recommendations for various Bank divisions. I was offered this opportunity to work at Bank of Taiwan by invitation after a previous experience at BankTaiwan Securities, which demonstrates my ability to build interpersonal relationships.

The combination of cross-border work, teamwork, and intellectual stimulation is what attracts me to working on complex international financial transactions at a large law firm, and my educational, cultural, and linguistic experiences in Asia, Europe, and America set me apart because I have learned to adjust and problem-solve in different environments. I know this to be the hallmark of cross-border finance lawyers at Clifford Chance. I will e-mail you early next week to confirm your receipt of this letter. When I am in New York at the end of January, I would greatly appreciate having a conversation with you to discuss my interest further. Please feel free to contact me by phone or e-mail if I can offer any further information.

Sincerely,

/s/ Lin Wang

Lin (Michaela) Wang

Enclosures (2)

Sample Cover Letter: Application to Law Firm [Temporary OPT Position]

Archibald B. Cobb
123 Z Avenue, NW
Washington, DC 20001
(202) 456-7890
abc23@law.georgetown.edu

June 27, 2018

Danielle Bliss
Global Services – Recruiting Manager
Gibson, Dunn & Crutcher LLP
1050 Connecticut Avenue, NW
Washington, DC 20036

Dear Ms. Bliss:

As a recent LL.M. graduate of Georgetown University Law Center holding an F-1 student visa, I am eligible for Post-Completion Optional Practical Training (OPT), an employment authorization of the U.S. government that allows me to work in a position directly related to my field of study. Through OPT, I will have U.S. work authorization for a period of twelve months starting this summer and will be able to intern without needing sponsorship from an employer. I would like to use my OPT eligibility to apply for a law clerk opportunity with your antitrust practice in Washington, DC. I am confident my prior work experience in various areas of antitrust law will allow me to positively contribute to your firm.

I have extensive practical experience in the field of antitrust, including over five years of practice with Fang & Kim, the highest ranked law firm in East Asia. I handled merger filings, researched the definition of product market, evaluated potential anti-competitiveness issues in anticipated mergers, and analyzed consumer benefits alleged by merged parties. This practical legal experience with mergers and acquisitions and competition regulation will enable me to make an immediate contribution to your antitrust team.

I am building upon my experience in China by focusing on comparative legal issues in my experiential studies at Georgetown Law. As an extern in the Office of International Affairs of the U.S. Federal Trade Commission, I analyze global antitrust cases and prepare comparison charts of various countries' antitrust laws. I also examine and comment on antitrust bill proposals in other jurisdictions and merger guidelines in ICNs. I am confident this experience has well prepared me to work on complex antitrust matters with cross-border implications.

I have enclosed my resume and transcripts for your review. Please do not hesitate to contact me should you require any additional materials. I welcome the opportunity to discuss my qualifications in greater detail. Thank you for your consideration.

Sincerely,

/s/ Archibald B. Cobb

Archibald B. Cobb

Enclosures (3)

Sample Cover Letter: Application to U.S. Tax Court Clerkship

Maria Jane Jones

123 Massachusetts Avenue
Washington, DC 20001

mjj22@law.georgetown.edu
(202) 456-7890

August 12, 2019

The Honorable John Smith
United States Tax Court
400 Second Street, NW
Washington, DC 20217

Dear Judge Smith:

I am interested in serving as your law clerk upon completion of my LL.M. in Taxation coursework at Georgetown University Law Center in May 2020. For the past four years, I have served as the law clerk for the Honorable Jane Clark of the Tax and Probate Divisions of the Superior Court of the District of Columbia. In that time, I have gained extensive experience handling the litigation of tax matters, which complements my LL.M. and J.D. studies in tax at Georgetown Law, and makes me a strong candidate for a clerkship in your chambers.

During my tenure as Judge Clark's law clerk, I composed numerous orders and memoranda on tax issues involving businesses and residents in the District of Columbia. I drafted Findings of Fact and Conclusions of Law for tax trials seeking a determination that the District of Columbia's real property tax exemption statutes should be applied to various parcels of real property owned by nonprofits. I also drafted orders on summary judgment regarding the application of sales and use taxes for services which cross the District of Columbia's boundaries. As part of my responsibilities as Judge Clark's law clerk, I wrote memoranda in preparation for hearings and assisted Judge Clark with administrative tasks as needed by the Tax and Probate Divisions. I am a loyal and hard-working law clerk and would bring the same work ethic and dedication to your office.

Before joining Judge Clark's chambers, I graduated *cum laude* from Georgetown University Law Center. I participated in classes focusing on tax, including Tax I and Tax II, as part of my law degree, and Tax Policy as part of my Master's degree. My work as a law clerk on the tax docket strengthened my interest in tax law, which led me to seek an LL.M. in Taxation. In my LL.M. program, I plan to take courses on U.S. Taxation of International Transactions, Administrative Tax Practice, and Consolidated Returns. Together with my work as a law clerk in the Tax Division and my Georgetown Law studies, my studies with Georgetown Law's LL.M. program will prepare me to analyze and write on a broad range of tax matters which will enable me to be an asset to your chambers.

Enclosed with this letter please find a copy of my resume, transcripts, writing sample, and list of references. If there is any other information that would be helpful, please do not hesitate to contact me. Thank you for your consideration, and I look forward to hearing from you.

Sincerely,

/s/ Maria Jane Jones

Maria Jane Jones

Enclosures (4)

Sample Cover Letter: Application to the World Trade Organization

Sandra Smalls

123 Massachusetts Avenue
Washington, DC 20001

ss22@law.georgetown.edu
(202) 456-7890

February 12, 2020

Mr. Lorent Kamp
The Appellate Body Secretariat
World Trade Organization
Centre William Rappard
Rue de Lausanne 154,
CH-1211 Geneva 21, Switzerland

Dear Mr. Kamp:

I write to express my strong interest in applying for an internship at the World Trade Organization (WTO) Appellate Body Secretariat. I am currently earning my LL.M. in International Legal Studies from Georgetown University Law Center with a Certificate in WTO Studies. Prior to commencing the LL.M. program, my work focused on international trade law and European Union (EU) law. I am confident that my solid work experiences and exceptional academic achievements would make a strong contributor to the work of the Appellate Body Secretariat. I am available for six (6) months starting in September 2020.

As a law clerk at the ABC Commission, I gained significant field experience in WTO dispute settlement. I worked with lead lawyers in twelve WTO litigation proceedings involving anti-dumping agreements, SPS agreements and GATT. I researched case-laws and drafted written submissions. I also supported the attorneys in a WTO Appellate Body by recording the legal issues being discussed and providing relevant documents during the hearing. Throughout this exercise, I enhanced my analytical and drafting skills. I also learned how to apply different WTO agreements to complex fact patterns. With my experience, I would be able to conduct research on legal issues arising in the context of appellate proceedings, prepare drafts of Appellate Body Reports and assist the Appellate Body Secretariat in delivering legal advice to Appellate Body Members.

At Georgetown Law, I am further deepening my expertise in WTO law as well as examining the implications of Brexit on international trade by undertaking courses on trade remedies, trade and health, and Brexit. As a part of my International Economic Law Practicum I am working on a project focused on WTO rights and obligations. Furthermore, during my undergraduate studies, I acquired an in-depth understanding of EU law, with an emphasis on the Common Commercial Policy and internal markets as well as WTO law. In addition, while participating in the XYZ Moot Court Competition, I developed my legal writing skills and oral presentation skills to effectively deliver my arguments. My broad academic background in trade economies will allow me to quickly begin contributing to the work of the Appellate Body Secretariat.

Given my work experience and academic enthusiasm, I am confident that I would be a substantial asset to the Appellate Body Secretariat. I am eager to demonstrate my strong analytical and drafting skills as well as my interpersonal and cross-cultural abilities in this internship. I have enclosed my resume, law degree transcript, and writing sample. I welcome the opportunity to discuss the position and the contributions I could make to your organization. Thank you in advance for your time and consideration.

Sincerely,

/s/ Sandra Smalls

Sandra Smalls

Enclosures: 3

Sample Cover Letter: Externship Application (Law Firm) [Pre-Approved Externship Database Posting]

Eva García Costas
40 M Street, NE, Apartment 455
Washington, D.C. 20002
(212) 874-4169
eg101@georgetown.edu
November 20, 2019

Anna Kraus
Director of Legal Recruiting
Covington & Burling LLP
One CityCenter
850 Tenth Street, NW
Washington, D.C. 20001

Dear Ms. Kraus:

I am writing to convey my interest in the International Arbitration externship at Covington & Burling LLP available through Georgetown Law's Master of Laws program. I believe that my international experience in complex global disputes, in conjunction with my current enrollment in the LL.M. in International Business and Economic Law program at Georgetown University Law Center, uniquely qualify me for such a position.

I focused my academic studies in the area of international and comparative law. Aiming to comprehend how to operate in the context of a plurality of jurisdictions and legal sources, I chose to complete my undergraduate degree in civil law and to subsequently complement my knowledge of civil law with an LL.M. in European and international law. I undertook courses in comparative public and private law, international arbitration, and international trade and competition. Throughout my first semester at Georgetown Law, I have continued to concentrate on international law and disputes while supplementing my civil law education with Georgetown Law's strong offerings in common law, undertaking courses such as international arbitration, international litigation, and international courts and tribunals. Through my undergraduate and graduate legal coursework, I improved my analytic and reasoning skills in both civil and common law and developed a strong framework for comparative legal work.

In addition to my academic studies in global disputes, I interned at Brazil Child Health São Paulo, a non-governmental organization, where I gained vast quantitative and qualitative research experience. Last year I interned at ExpatBiotics, a biotechnology start-up and was involved in the drafting and analyzing of legal documents in English, Portuguese, and Spanish, languages in which I am fluent. These experiences contributed to my understanding of the plethora of legal environments and issues, as well as research methodologies, while simultaneously allowing me to gain practical experience in different jurisdictions.

I am confident that my practical experience coupled with my legal knowledge will allow me to contribute substantively to the work of Covington. I have attached my resume and writing sample and would be happy to schedule an interview to discuss my qualifications. Thank you in advance for your consideration, and I look forward to hearing from you soon.

Sincerely,

/s/ Eva García Costas

Eva García Costas

Attachments (2)

**Sample E-mail: Externship Application (Law Firm) [Student-Initiated,
Unposted Position]**

From: Steven Harrison (sh154@law.georgetown.edu)

Sent: July 27, 2019

To: jonathan.smith@smiththomas.com

Subject: Georgetown Law Student – Seeking Externship Opportunity for Academic Credit

Attachment: Steven Harrison Resume

Dear Mr. Smith:

I am currently studying for a Master of Laws (LL.M.) degree in International Business and Economic Law at Georgetown University Law Center, with a focus on international trade and environmental law issues. Before my time at Georgetown Law, I worked at Stephens, Marin & Mayer, where I handled a number of matters involving the sale and transportation of pesticides and fertilizers to emerging nations in South America.

I now seek an opportunity to work for a well-regarded law firm in the District of Columbia as an extern. Through Georgetown Law's externship program, I am eligible to work for a law firm employer and earn academic credit for my time with the firm. To receive credit, I am required to complete substantive legal work under the supervision of an attorney. Georgetown Law is also currently permitting externs to complete their work remotely to the extent your firm has implemented work-from-home procedures. I have attached my resume and a cover letter detailing the parameters of the externship program for your consideration. I welcome the opportunity to discuss the program with you further.

Sincerely,
Steven Harrison
Georgetown University Law Center
LL.M. Candidate
(202) 662-9191

Attachments (2)

Sample Cover Letter: Externship Application (Law Firm) [Student-Initiated, Unposted Position]

Samuel Crane
123 Z Avenue, NW
Washington, DC 20001
(202) 456-7890
sc23@law.georgetown.edu

May 27, 2019

John Jacobs
Recruiting Manager
George & George LLP
1234 Kansas Avenue, N.W.
Washington, DC 20036

Dear Mr. Jacobs:

I am currently enrolled in the LL.M. in International Business and Economic Law program at Georgetown University Law Center. As a part of my graduate studies, I am interested in supplementing my coursework with a substantive legal externship. Georgetown allows students in the LL.M. program to participate in externship opportunities for academic credit. To be eligible for credit: my direct supervisor would have to be a lawyer; the work would have to be substantive and law-related; and I would have to complete a minimum of 10 hours of work per week for a minimum of 11 weeks. I am confident my coursework and demonstrated interest in various areas of international business will allow me to positively contribute to your firm as an extern this fall.

I have an enhanced knowledge of international trade matters. As an undergraduate student I completed a certificate program focused on international business and development. To complete the program, I performed an economic analysis, composed a memorandum, and delivered a presentation on Credit Suisse in Geneva. I have broadened my knowledge of international trade issues by taking courses such as International Trade, WTO Politics and Policy, International Business Transactions and International Customs Law. In addition, I continue to develop my analytical, written, and communication skills in my legal studies. I would like to utilize my knowledge of international trade matters, and strong analytical, research and written communication skills to assist your clients.

I have attached my resume, transcript, and references for your review. I would greatly appreciate the opportunity to meet with you at your convenience. Thank you for your consideration.

Sincerely,

/s/ Samuel Crane

Samuel Crane

Enclosures (3)

Sample Cover Letter: Externship Application (International Organization) [Pre-Approved Externship Database, Addressed to Two Contacts]

Josephine DuBois

120 F Street, NW, Apartment 703B, Washington, D.C. 20001
jdb7@georgetown.edu • (202) 436-5632

November 15, 2019

Jean Brun, Senior Specialist
Eloise Grun, Finance and Markets Consultant
The World Bank Group
1818 H Street, NW
Washington, DC 20433

Dear Mr. Brun and Ms. Grun:

I am writing to apply for a Spring 2020 externship with the Financial Integrity and Stolen Asset Recovery Unit at the World Bank. I am a French-trained attorney currently pursuing a Master of Laws in International Business and Economic Law at Georgetown University Law Center (Georgetown Law) with previous work experience in the field of anti-corruption and anti-money laundering.

My current coursework at Georgetown Law includes classes on the SEC enforcement process and a Global Anti-Corruption Seminar. As part of my seminar, I am conducting independent research on the definition of a foreign “instrumentality” and a “foreign official” in the Foreign Corrupt Practices Act as well as the scope of U.S. extra-territorial jurisdiction. This research has given me a unique cross-border perspective, which I would be able to apply in working on your group’s anti-corruption projects.

Prior to commencing the LL.M. program, I interned at the OECD for a six-month period in the OECD Working Group on Bribery. During that time, my primary responsibility was working with enforcement data collected from parties to the OECD Anti-Bribery Convention as part of the annual update provided to the WGB. I reviewed over 25 criminal, administrative and civil cases of foreign bribery that have resulted in a final disposition, such as a criminal conviction or acquittal, or similar findings under an administrative or civil procedure and summarized my findings. My strong background OECD anti-corruption policies will allow me to make an immediate impact to the analytical policy work undertaken by the Financial Integrity and Stolen Asset Recovery Unit.

I would relish the opportunity to contribute my legal perspective to the projects currently being undertaken by the Bank. Thank you for your time in considering my application. I will follow up by telephone next week to make sure you have received it. In the meantime, if you have any questions, please contact me at your earliest convenience.

Sincerely,

/s/ Josephine DuBois

Josephine DuBois

Attachments (2)

**Sample Cover Letter: Externship Application (International
Organization) [Student-Initiated, Unposted Position]**

Virginie Beaumont

1115 Third Street NE, Apartment 61, Washington, DC, 20002
vb126@georgetown.edu • (202) 622 6044

November 1, 2019

Ashley Davidson, Esq.
Program Officer
United Nations Office on Drugs and Crime
Wagramer Strasse 5
1220 Vienna, Austria

Dear Ashley Davidson:

I am an LL.M. candidate in International Legal Studies at Georgetown Law, and I am writing to apply for an externship. My Georgetown Law LL.M. program allows me the ability to pursue an unpaid externship for academic credit. This 2020-2021 academic year, I am permitted to pursue an externship anywhere in the world and work remotely as well, if it meets the parameters of your internship program. Prior to enrolling in this program, I was a litigator for six years in Belgium. As I am currently seeking to leverage that experience in an international setting, my studies at Georgetown Law are focused on the intersection of international law, courts and institutions. My experience before courts and studies in the international public sector have prepared me to positively contribute to the mandate of your office.

As an associate at the prominent Belgian boutique law firm of Hanotiau & van den Berg, I specialized in litigation and international dispute resolution before commercial, civil, and criminal courts and international arbitral tribunals, giving me particular knowledge of a wide range of judicial institutions. Thus, I understand the issues at stake in justice reform, particularly how changes to the judicial system impact the work of both practitioners and clients, be they criminal defendants, divorcees or foreign corporations. During my time at Hanotiau & van den Berg, I have led several major cases, mastered the art of analyzing data and synthesizing documents, fine-tuned my legal research skills and strengthened the written and oral communication skills I learned at France's highest ranked business school. In addition to acting as counsel for clients from across Europe, I have also supported international arbitral tribunals in organizing and managing procedural issues, thus enabling me to better understand the expectations and perspective of the adjudicators.

Currently, through my courses at Georgetown Law, I have gained knowledge of the functioning of other judicial systems, which allows me to reflect on the most important aspects of the judicial system and the challenges posed by the necessary judicial reforms to improve access to justice. I also have strengthened my writing skills in English by writing analytical papers, notably on the issues of anti-corruption and the accountability of international institutions for tortious acts.

My legal and business training, combined with my work experience, permit me to declare confidently that I would be an excellent fit for the externship. I am eager to wield my strong analytical and drafting skills as well as my interpersonal and cross-cultural abilities in this role. Enclosed please find my resume for your consideration. I look forward to discussing this at your convenience.

Sincerely,

/s/ Virginie Beaumont

Virginie Beaumont

Enclosure (1)

Sample Cover Letter: Externship Application (Government) [Student-Initiated, Posted Position]

Jennifer Hubbard
580 Connecticut Avenue, N.W., Apartment 543
Washington, D.C. 20009
(202) 121-9847
jh124@law.georgetown.edu

August 22, 2019

Ms. Candyce Pare
Student Observer Program
U.S. Securities and Exchange Commission
100 F Street, N.E.
Washington, D.C. 20549-5631

Dear Ms. Pare:

I am writing to express my interest in an externship position with the Student Observer Program at the U.S. Securities and Exchange Commission (SEC) in the Spring 2020 semester. I am presently studying for a Master of Laws degree at Georgetown University Law Center, focusing on securities, disclosure, financial regulation and corporate governance. I am particularly interested in the operations of the SEC because I would like to pursue a long-term career within the equivalent organization in the U.K., the Financial Services Authority (FSA).

My present coursework in the LL.M. program includes courses on securities regulation, broker-dealers, banking regulation, and disclosure under Federal securities laws. Prior to entering the LL.M. program at Georgetown Law, I practiced for three years in the securities and capital markets group of the prominent mid-sized London law firm, Smith & Richards. During that time, I developed substantial expertise advising major broker-dealers and other financial institutions on their disclosure obligations under U.K. law and on the implications for investment advisors of a series of revisions to the new European licensing regime. This practical experience in securities regulation, combined with my coursework, has given me knowledge of the field that will allow me to make positive contributions to the work of the SEC from the start of my externship.

During my J.D. studies at Fordham Law, I conducted extensive research on securities regulation in the course of my research assistant position with Professor Dan Falker. More recently, I assisted my supervising partner at Smith & Richards in the preparation of a substantial research paper entitled "Licensing for Hedge Fund Sponsors," which will be published shortly in the British Investor Journal. These projects have both sharpened my research skills and deepened my understanding of securities and financial products, providing me with practical know-how that would be a valuable asset to the SEC.

Given my skills, experience and interests, I would be an energetic and committed participant in the Student Observer Program. I have enclosed my resume, writing sample and transcripts for your review, and I would welcome the opportunity to meet to discuss my qualifications. I look forward to hearing from you shortly and thank you for your time and consideration.

Sincerely,



Jennifer Hubbard

Enclosures (3)

Sample E-mail: Request for Informational Interview (Referral from Contact)

From: Steven Harrison (sh154@law.georgetown.edu)
Sent: December 9, 2020
To: jonathan.smith@smiththomas.com
BCC: Steven Harrison
Subject: Georgetown Law Student - Referral from John Jacobs from Stephens, Marin & Mayer
Attachment: Steven Harrison Resume

Dear Mr. Smith:

John Jacobs, a former associate of mine at Stephens, Marin & Mayer, suggested that I contact you as someone knowledgeable about how to break into the international trade field, particularly with a focus on South America.

I am currently studying for a Master of Laws degree at Georgetown University Law Center, with a focus on international trade and environmental law issues. Prior to enrolling at Georgetown Law, I worked at Stephens, Marin & Mayer, where I handled a number of matters involving the sale and transportation of pesticides and fertilizers to emerging nations in South America.

I was wondering whether you had 20 to 30 minutes to meet with me for an informational interview. I will be in New York City from December 20, 2020 to January 10, 2021 and could make myself available at any time during that period if you wish to meet in person. I can also make myself available in the same timeframe for a conversation over the telephone or via Zoom.

Sincerely yours,

Steven Harrison
Georgetown University Law Center
LL.M. Candidate
(202) 662-9191

Attachment (1)

Sample LinkedIn Messages:

1. **Request for to connect and for an informational interview after meeting in person:**

Include a personal message (optional):

Hi Sam,
It was wonderful meeting you at the ABA event last week. I enjoyed learning about your work on energy policy. If you have 20 minutes free next week, I would love to treat you to coffee to learn more about your work.
Best,
Amit

2. **Request to connect with someone who is an alum of a school you attended, but whom you have never met**

Include a personal message (optional):

Hi Ronit,
It's great to find another UPenn alum practicing tax controversy in the D.C. area! I'd love to keep in touch and learn more about your work.
Best,
David

3. **Request to connect with someone who is a Georgetown LL.M. alum you have never met:**

Include a personal message (optional):

Hi Nicole,
I'm currently a Georgetown LL.M. student focusing on International Arbitration. I am hoping to get an externship at ICSID next semester and would love to learn more about your time there.
Best,
Jack

**Sample E-mail: Request for Informational Interview (Georgetown Law
Alumnus)**

From: Willa Atherton (wa768@law.georgetown.edu)
Sent: February 9, 2020
To: jacob.baker@klgates.com
Subject: Georgetown Law Student Connection: Request for Informational Interview
Attachment: W. Atherton Resume

Dear Mr. Baker:

I am currently studying for a LL.M. degree at Georgetown University Law Center, focusing on securities and financial regulation with a view to working in fund formation. I am reaching out to you because I see from your firm bio that you are a 2015 graduate of Georgetown's Securities and Financial Regulation LL.M. and are currently working with a variety of funds through the firm's Investment Management group.

I was hoping you had some time in the next two weeks to chat with me for 30 minutes to discuss your career path and what you would recommend for a young lawyer with similar interests. I am available Wednesday and Thursday of next week and Monday through Wednesday of the following week. If any of the proposed dates work for you, please let me know a good time and number at which to reach you.

Sincerely,

Willa Atherton
Georgetown University Law Center
LL.M. Candidate
(202) 456-6591

Attachment (1)

Sample E-mail: Request for Informational Interview (General Networking)

From: Beatrice Gentiloni (bg131@law.georgetown.edu)
Sent: March 30, 2020
To: Carolina Medina (cmedina@worldbank.org)
Subject: Georgetown Law Student: Request for Informational Interview
Attachment: Gentiloni-Beatrice Resume

Dear Ms. Medina:

I am an International Business and Economic Law Master of Laws (LL.M.) student at Georgetown University Law Center. After graduation in May, I am interested in a career focusing on international development. Your work at the Multilateral Investment Guarantee Agency (MIGA) is intriguing to me as it is the intersection of law, policy and finance that draws me to development work.

Do you have 20 minutes free next week to speak with me over Zoom or over the phone about your work at MIGA and your thoughts on career opportunities as an attorney working on international development issues? Alternatively, I am flexible to match your availability. I look forward to hearing from you.

Best regards,

Beatrice Gentiloni
Georgetown University Law Center
LL.M. Candidate
(703) 225-8971

Attachment (1)

Sample E-mail: Request for Informational Interview (Referral from Professor)

From: Iryna Kvit (ibk00@law.georgetown.edu)
Sent: October 10, 2019
To: athomas@worldbank.org
Subject: Referral from Professor Whitesell
Attachment: Iryna Kvit Resume

Dear Ms. Thomas:

I am writing to you at the suggestion of Professor Anne Marie Whitesell of Georgetown University Law Center. As a Ukrainian LL.M. student enrolled in the Master of Laws program at Georgetown Law with a focus on international arbitration, I am committed to building a career in this field. Professor Whitesell explained to me your impressive track record both at the American Arbitration Association (AAA) and at ICSID, and thought you would be a helpful person with whom to speak. Your advice would be invaluable to me as someone aspiring to work in the international arbitration field.

My commitment to arbitration stems from my work experience in Moscow, both at Linklaters and at Allen & Overy. In those law firms, I was involved in advising clients on the AAA rules and assisting partners in their representation of prominent European companies in cases tried in the European Court of Justice.

I studied law and am a qualified attorney in the Ukraine and Russia. At Georgetown Law, I am currently enrolled in several arbitration courses that are oriented towards providing me with a strong set of professional skills in the arbitration area.

I hope that we can arrange a mutually convenient time this next week for a call or videoconference to discuss your thoughts on the arbitration job market, both in the U.S. and overseas. I have attached a copy of my resume for your reference.

Thank you very much for your consideration.

Sincerely,

Iryna Kvit
LL.M. in International Legal Studies Candidate
Georgetown University Law Center
(202) 486-8331

Attachment (1)

Sample E-mail: Request for Informational Interview (Follow Up from Networking Event)

From: Patricia Marshall (pbm37a@georgetown.edu)
Sent: October 10, 2019
To: seema.harris@kimcorp.com
Subject: Follow up from Georgetown Law's Women in Law Luncheon

Dear Ms. Harris:

It was so great to speak with you at the Women in Law Luncheon organized by Georgetown Law. I had a wonderful time learning about your work as Associate General Counsel at Kim Corporation and how you balance your job with your adjunct professor responsibilities at Georgetown. Thank you also for connecting with me on LinkedIn; I noticed from your profile you had started your career at Deloitte before moving into an in-house role. I am very interested in working in an accounting firm immediately after graduation and would love the opportunity to hear your thoughts on your time at Deloitte and how an accounting firm compares to an in-house role.

Please let me know if you have any availability in the coming weeks for a Zoom catch-up. I look forward to speaking with you soon.

Best regards,

Trish

Patricia Marshall
LL.M. in Taxation Candidate
Georgetown University Law Center

J.D., May 2019
Seton Hall University School of Law

Sample E-mail: Follow Up After Initial Contact

From: Iryna Kvit (ibk00@law.georgetown.edu)
Sent: October 28, 2019
To: athomas@worldbank.org
Subject: Re: Referral from Professor Whitesell

Dear Ms. Thomas:

I wanted to follow up on my e-mail below to see if you are available to chat for a few minutes about your group at the Bank.

Please let me know if you have any availability this or next week and I will work around your schedule.

Best regards,

Iryna
Iryna Kvit
LL.M. in International Legal Studies Candidate
Georgetown University Law Center
(202) 486-8331

Sample E-mail: Follow Up on a Job Application (No Interview)

From: Carmen Badia (cvb00@georgetown.edu)
Sent: October 10, 2019
To: lewisham@dentons.com
Subject: Energy Associate Position – Follow Up

Dear Mr. Lewisham:

I submitted a cover letter and a resume earlier this month for the energy associate position advertised on Georgetown Law's Symplicity website. I would like to confirm receipt of my application and reiterate my interest in the job.

I am very interested in working at Dentons, and I believe my skills and experience would be an ideal match for this position. In particular, my work as a lead associate at Cuatrecasas on project finance transactions make me a strong fit for this position and company.

Please let me know if you need any further materials from me.

Best regards,

Carmen
Carmen Badia
Georgetown law
Candidate, LL.M. in Environmental and Energy Law

Sample E-mail: Follow Up Request for an Informational Interview (from Meeting)

From: Bernard Picamoles (bp2@georgetown.edu)
Sent: November 3, 2019
To: jefferson.serin@worldbank.org
Subject: Georgetown Law – Seminar on Compliance in the Middle East

Dear Mr. Serin:

I am a student in Professor Nhien's class on Issues in Compliance in the Middle East. I am writing to thank you for guest teaching last Thursday's class on FCPA issues in oil and gas companies and to follow up on our conversation after the class. You mentioned that your group at the Bank is looking for native Arabic speakers to work on a project regarding anti-bribery laws in the Middle East. I would love the opportunity to continue our discussion on how I might contribute to the project or any other opportunities at the Bank that would be a good fit for me.

Since you mentioned you would be traveling this week, would you like to schedule a conversation for the end of next week?

I look forward to speaking with you again. Please let me know if there are dates and times that will work for you.

Best regards,

Bernard Picamoles
Candidate, LL.M. in International Legal Studies
Georgetown University Law Center

Sample E-mail: Follow Up on a Job Application (After Interview)

From: Cecily Muraguri (cmm561@georgetown.edu)

Sent: February 11, 2020

To: Antoine Rinaldi (arinaldi@worldbank.org)

Subject: STC Position – Integrity Compliance Office

Dear Mr. Rinaldi:

I hope all is well. I am e-mailing today to see if there is an update on the timeline or status for the consultant position I interviewed for on January 31st. I'm still very interested and look forward to hearing back from you.

Best,

Cecily

Cecily Muraguri
General LL.M. Candidate
Georgetown University Law Center

Sample E-mail: Follow Up on a Job Application (Status on Decision)

From: Eric Ovechkin (eo236@georgetown.edu)
Sent: February 21, 2020
To: Riana Kim Garcia (riana.kim.garcia@us.pwc.com)
Subject: Real Estate Associate – New York office

Dear Ms. Garcia:

I hope all is well. I wanted to check in on the status of the Real Estate associate position, as I've received an offer from another firm to join their New York office. I'm still very much interested in joining the team at PWC, and would like to get an update on my candidacy and your hiring timeline before making a decision. Please let me know when you have a moment.

Best,

Eric

Eric Ovechkin
Candidate, LL.M. in Taxation
Georgetown Law

Sample E-mail: Thank You After Job Interview (to One Individual)

From: PreetiShah@law.georgetown.edu
To: doliveros@cramer.com
Subject: Thank You for the Interview
Date: April 15, 2020
Attachment: Article regarding international trade agreements.pdf

Dear Ms. Oliveros:

I enjoyed visiting your offices yesterday and meeting you and your colleagues at Cramer, Walter & Hoffman to discuss the associate position for your trade group. I was especially interested to learn about your work in growing the firm's Korea-based trade practice. As discussed, please find attached a copy of the article I mentioned that appeared recently in the Georgetown University Law Center's *Journal of International Law* regarding international trade agreements.

If you need any further information concerning my application, please let me know at your earliest convenience. From what I observed and experienced yesterday, I believe I would have much to contribute to your firm following my graduation this May.

Sincerely,

Preeti Shah
Candidate, Master of Laws
Certificate in World Trade Organization Studies
Georgetown University Law Center
Phone: (202) 555-8654

Attachment (1)

Sample E-mail: Thank You After Job Interview (to One Individual on Behalf of Group)

From: ICHIRO TAKAHASHI (it1122@law.georgetown.edu)

Sent: March 3, 2020 6:30 p.m.

To: birgit.ziegler@grathllp.com

Subject: Thank you

Dear Ms. Ziegler:

Thank you for taking the time to speak with me today. I enjoyed our discussion about the tax program at your firm. Please extend my appreciation to your colleagues John Walterstrom, Charles Hoffman and Diane Mazumder, with whom I met today, and also to Jim Thomson for talking with me during the Taxation Interview Program.

I am enthusiastic about the possibility of an associate position with Grath, Jones & Dufty due to my strong interest in tax law and relevant legal experience. I was particularly interested to learn about the work you are doing with your two major Japanese clients.

If I can provide you with any additional information, please do not hesitate to contact me at your convenience. I look forward to hearing from you in the near future.

Sincerely,

Ichiro Takahashi
LL.M. in Taxation Candidate
Georgetown University Law Center
(202) 436-5632

Sample E-mail: Thank You After Informational Interview

From: André, Julia (ja104@law.georgetown.edu)

Sent: November 22, 2019 6:30 p.m.

To: pgonzalez@hrw.com

Subject: Thank you

Dear Mr. González:

Thank you for taking the time to speak with me yesterday about my interest in exploring jobs in the field of international human rights. Your advice about post-graduate fellowships at Human Rights Watch was very helpful.

I took your suggestion of sending my resume to Mr. Benjamin at the World Bank. He has been an Adjunct Faculty member at Georgetown University Law Center, and I look forward to speaking with him soon. I will keep you informed about developments in my job search.

Thank you again for your time and interest.

Sincerely,

Julia

Julia André
LL.M. Candidate
Georgetown University Law Center
(202) 458-5456

Sample E-mail: Accepting a Job Offer

From: Wallen, Natalie (nmw1450@law.georgetown.edu)

Sent: March 22, 2020 12:30 p.m.

To: areich@kpmg.com

Subject: Thank you

Dear Ms. Reich:

As we discussed on our call, I am very pleased to accept your offer of employment as an associate with KPMG. I am looking forward to working with you and to learning a great deal about the practice of state and local tax law.

I will be in contact with you in the near future to discuss a start date. In the meantime, should you need any additional information, please do not hesitate to contact me. Thank you for all of your assistance during the interview process.

Sincerely,

Natalie M. Wallen
LL.M. in Taxation Candidate
Georgetown University Law Center
(858) 682-1278

Sample E-mail: Declining a Job Offer

From: Wallen, Natalie (nmw1450@law.georgetown.edu)
Sent: March 22, 2020 3:35 p.m.
To: jiyeeon.lee-lim@lw.com
Subject: Thank you

Dear Ms. Lee-Lim:

As you know from our telephone conversation today, I am writing to advise you that I am unable to accept your firm's offer of employment. It was an extremely difficult decision, made even more difficult because I was so impressed with Latham & Watkins and all the attorneys I met during the interview process.

I would like to express my appreciation to you and your firm for the consideration that I received. I hope that our paths cross again in the future.

Sincerely,

Natalie M. Wallen
LL.M. in Taxation Candidate
Georgetown University Law Center
(858) 682-1278

Appendix F: Sample Other Application Materials

Sample Reference Sheet

ARABELLA H. DIXON

2301 M Street, NW, Apartment 102, Washington, D.C. 20037 • (202) 845-2351 • ahd42@georgetown.edu

REFERENCES

Mr. Abrams Ackerly
Partner, Commercial Litigation
Norton Rose Fulbright
799 9th Street, NW
Washington, D.C. 20001
Phone: (202) 662-0200
E-mail: abrams.ackerly@nortonrosefulbright.com
Preferred Method of Contact: E-mail

Mr. Ackerly is a partner at Norton Rose Fulbright. I began working for him as a junior associate in 2012 and from 2018 onwards, I have acted as a lead associate on his commercial litigation cases.

Ms. Meng M. Zolan
Senior Vice President and General Counsel
Oregon Mutual Insurance
400 NE Baker Street
McMinnville, OR 97128
Phone: (931) 420-6000
E-mail: m.zolan@ormutual.com
Preferred Method of Contact: Phone

Ms. Zolan and I worked at Norton Rose Fulbright together from 2012 to 2018 and she supervised me in her capacity as a senior associate in the Commercial Litigation group.

Dr. Mitch Lyons
Associate Professor of Law
University of Notre Dame Law School
P.O. Box 780
Notre Dame, IN 46556
Phone: 571.631.4965
Fax: 574.631.3980
E-mail: mlyons@nd.edu
Preferred Method of Contact: Phone

I worked as a research associate for Professor Lyons in the summer of 2010. I have subsequently collaborated with Professor Lyons, contributing a chapter on declaratory judgments to his treatise on remedies.

Sample Writing Sample Cover Page

OLIVIA S. ADEGBILE

2001 15th Street North, Unit #53, Arlington, Virginia 22201 • osa36@georgetown.edu • 212-659-0183

WRITING SAMPLE

The following document is a research memorandum that I prepared in March 2019 while working as an associate at Thompson Craddock LLP in Miami. It was produced for a broker-dealer client of the firm, but all proper names have been deleted. It was prepared in the immediate aftermath of the U.S. Supreme Court decision in *Goldstein v. SEC*. The client sought advice on the implications of the decision on Rule 206(4)-8 of the Investment Advisers Act of 1940, and the supervising partner, John Craddock, instructed me to draft no more than five pages. The memorandum is my own work. I obtained the permission of John Craddock to provide this memorandum as a writing sample, and he can be contacted at (321) 567-4825 if you wish to verify this fact.

GEORGE L. HENRY

917 26th Street South, Arlington, VA 22202 • 916.434.1141 • gh80@law.georgetown.edu

REPRESENTATIVE TRANSACTIONS

Securities

- A/B Exchange Offers; 144A and Reg. S Offers. Counseled SpringWest Group on concurrent exchange offers of \$1.5 billion and \$1.6 billion series of 144A and Regulation S fixed and floating rate notes for registered notes; \$1.1 billion Rule 144A offering of zero coupon notes; \$1.6 billion Rule 144A and Regulation S offering of fixed-rate notes. Drafted exchange documents, including Form S-4 registration statement, final prospectus, letter of transmittal, broker notice, client instructions, notice of guaranteed delivery, taxpayer guidelines, notes, legal opinions and checklists. Drafted offering documents, including offering memoranda, purchase agreements, registration rights agreements, notes, officers' certificates, opinions and checklists. Coordinated and conducted all phases of transactions through closing.
- NYSE Listing Application. Drafted New York Stock Exchange listing application, related opinions and other documents for \$190 million convertible notes offering by national cinema theater company Regal Entertainment Group with market capitalization over \$2.5 billion.
- Public Company Issuers – SEC Reporting. Prepared Forms 10-K, 10-Q and 8-K and proxy statement sections for multiple public reporting companies, including S&P 500 healthcare provider, Nevada oil and gas exploration company, Nevada mining company and leading national cinema theater company, in connection with SEC reporting requirements. Drafted Risk Factors, Management's Discussion and Analysis, Compensation Discussion & Analysis and other sections of relevant forms.
- Confidential Treatment Requests. Drafted confidential treatment requests for material contract terms for biopharmaceutical company Sprout Health and Pay Dirt Mining, Inc.
- Control Person Stock Acquisition. Prepared Schedule 13G and amendments in connection with control person's acquisition of public shares of Green Flow Energy Corporation.

Mergers & Acquisitions

- Asset Acquisition. Advised private equity platform company client in \$235 million acquisition of telephone directory business segment from Fortune 100 telecommunications company. Drafted and revised key sections of asset purchase agreement, exhibits and related documents. Participated in negotiations, organized due diligence and prepared due diligence memorandum
- Asset Acquisition. Coordinated due diligence team of 12 attorneys in \$1.4 billion acquisition of target healthcare technology solutions company by client SpringWest Group.
- Asset Acquisition. Conducted due diligence analysis of hospitality-related contracts of target company in connection with acquisition of management and rental distribution services company by timeshare exchange broker division of Space International, a Nasdaq 100 technology and services company.

Tax, Corporate Governance, Commercial Transactions and Real Estate

- Tax Matters. Advised private company clients regarding tax matters in connection with mergers & acquisitions, entity formation, capital accounts, distributions, dissolutions, stock options and restricted stock grants.
- Public Company Meetings. Drafted proxy statements and meeting documents for annual shareholder meetings of public company issuers, including S&P 500 healthcare provider, Nevada oil and gas exploration company, Nevada mining company and leading national cinema theater company.
- Supply-Chain Agreements. Advised Fisher HealthCare unit of Thermo Fisher Scientific, Inc., S&P 500 healthcare distribution and manufacturing company. Drafted and negotiated supply-chain (customer and vendor), licensing and diagnostic services agreements. Drafted RFP and RFI responses and other agreements for government and GPO contracts Ensured compliance with Medicare Anti-Kickback Statute and HIPAA. Reported to client general counsel and managers. Revised client form agreements for use in future transactions.

Appendix G: Office of Graduate Careers Policies and Procedures

Office of Graduate Careers is a specialized team of career advisors dedicated to assisting graduate students and alumni with career planning and job search initiatives.

Office of Graduate Careers is focused on graduate career advising and is in the Eric E. Hotung Building. Committed to providing graduate students with quality information, Office of Graduate Careers also offers advice on job search strategies, opportunities and professional development; however, students should not consider Office of Graduate Careers a job placement service. Your success in finding post-graduate employment depends on many factors: most of all, the amount of time and effort you devote to networking and research in relation to your job search, but also your academic performance (both in this program and your other degree programs), your professional background and experience, your interviewing skills, your connections and personal references and the current economic climate.

Office of Graduate Careers acts on behalf of graduate students by:

- Actively seeking and advertising employment opportunities for graduate students;
- Organizing or participating in interview programs for specific student populations; and
- Promoting the qualities of the graduate students collectively or individually to potential employers.

Services for Students

1. Workshops

These occur throughout the course of the academic year and include topics of general interest to most graduate students, such as: how to draft resumes, cover letters and e-mails; how to prepare for an interview; and how to develop networking skills. Group sessions can be a great way of learning from other students' experiences and also provide a useful starting point on which to build your own job search. We strongly encourage all graduate students to participate in these sessions or workshops early on in the academic year.

2. Counseling Appointments and Drop-In Hours

Each counselor has appointments available for one-on-one counseling. More information about this is available on our website. Office of Graduate Careers also holds daily Drop-In Hours Mondays through Fridays between noon and 1:00 p.m. Any changes to Drop-In Hours will be announced on our website. These sessions are designed for quick questions, follow-ups and review of previously discussed documents. The career counselors will gladly see as many students as time permits.

3. How to Make the Most of Your Appointment or Visit

Office of Graduate Careers encourages all LL.M. students to read this Manual and to visit our website regularly which serves as another resource for any job search related questions. If you have specific concerns regarding your individual job search strategies, we encourage you to make a list and bring it with you to your appointment or Drop-In Hours.

When making an appointment, please provide as much information in the appointment form about your job concerns as possible, so your career counselor can best prepare for your appointment.

We encourage you to keep notes of your meetings with a member of Office of Graduate Careers, to remind you of the next steps in your job search. Always try to follow up on any suggestions from an individual appointment or Drop-In Hours.

4. **24-Hour Cancellation Policy**

If you have a scheduled appointment with a member of Office of Graduate Careers but will not be able to attend, we ask that you promptly inform our office at least 24 hours in advance by cancelling your appointment through the online scheduling system. Office of Graduate Careers recognizes that emergencies can occur, and students may have legitimate reasons for not being able to make a scheduled appointment at the last minute. If you are unable to attend a scheduled meeting with less than 24 hours' notice, please e-mail gradprofdevp@georgetown.edu.

5. **Other Office of Graduate Careers Events**

Throughout the course of the academic year, Office of Graduate Careers will invite alumni and other practitioners to campus or virtually, for networking receptions, panel presentations and small group discussions. We strongly encourage all graduate students to participate in these sessions to learn more about different practice areas and settings and to build their own professional network.

Important Policy Information

1. **Confidentiality**

Any information disclosed to a member of Office of Graduate Careers may be used to promote employment opportunities for graduate students but will not be disclosed for any other purpose without the student's permission. There may be occasions when it is necessary to breach that confidentiality (for example, if an Office of Graduate Careers member believes significant harm may come to the student or to others). Whenever possible, such disclosure will be made only with the student's consent.

2. **Georgetown University Law Center Non-Discrimination Policy**

Georgetown University provides equal opportunity in employment for all persons, and prohibits unlawful discrimination and harassment in all aspects of employment because of age, color, disability, family responsibilities, gender identity or expression, genetic information, marital status, matriculation, national origin, personal appearance, political affiliation, race, religion, sex, sexual orientation, veteran's status or any factor prohibited by law. Inquiries regarding Georgetown University's non-discrimination policy may be addressed to Institutional Diversity, Equity & Affirmative Action, 37th and O Streets, N.W., Suite M36, Darnall Hall, Georgetown University, Washington, D.C. 20057.

Student Responsibilities

Graduate students are expected to treat Office of Graduate Careers members, employer representatives, other students and others participating in recruiting programs with professional courtesy and respect.

Graduate students must honor promises to attend Office of Graduate Careers -sponsored meetings, events and appointments. If you have signed up to attend an event and are unable to participate, you must promptly contact Office of Graduate Careers or the appropriate individual organizing the event. Failure to do so will result in low priority being given to you when scheduling counseling appointments or in reserving slots for space-limited events.

Graduate students must represent their qualifications accurately throughout the employment search process. They should, if requested, be prepared to provide resumes to employers. Any item listed on a student's resume must be accurate and up-to-date.

Graduate students should be prepared to provide copies of their undergraduate and unofficial or official Georgetown Law transcripts to employers upon request. Under no circumstances should academic information be falsified, misrepresented or distorted, either orally or in writing.

Graduate students should be prepared to provide writing samples to employers upon request. Writing samples should be the original work of the student. Or, if done with others, the contribution of the student should be clearly identified. Writing samples from law-related employment must be edited to safeguard client confidentiality and used only with the permission of the supervising attorney.

Graduate students should promptly report to Office of Graduate Careers any misrepresentation, discrimination or other abuse by employers in accordance with the policies outlined in the Law Center's *Student Handbook of Academic Policies*.

Graduate students should reach an understanding with potential employers relating to expense reimbursement prior to traveling for an interview. The student should request reasonable reimbursement for expenses that are directly related to the interview and incurred in good faith.

Graduate students should be provided at least two weeks to accept or reject an offer from an employer. However, this time may be extended by the employer or at the request of the student. Students should clarify this timeline with the employer each and every time they receive an offer.

Graduate students are expected to exhibit high standards of professional responsibility in all of their job-seeking activities. Students are cautioned to avoid even the appearance of impropriety in the preparation of their job resumes, letters, and application forms. The inclusion of material that is misleading, inaccurate, or false may be a violation of the Student Disciplinary Code. Students are expected to attend all scheduled interviews, unless the student cancels in a timely and appropriate manner. Students should view the acceptance of an offer, whether for a paid or unpaid position, as a binding commitment. After accepting an offer, students should withdraw from consideration any applications(s) that are pending with other employers and students should not continue to pursue other employment opportunities. Failure to honor commitments may have implications for the student's reputation and that of the Law Center. If unusual or extenuating circumstances arise following an acceptance of an offer, students should consult with a career advisor at the Law Center before taking actions that may violate this policy.



Office of Graduate Careers

GEORGETOWN LAW

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