DUKE LAW

Career and Professional Development Center

# LLMLE Career Manual
# 2012-2013

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## I. The Job Search Process

The Career & Professional Development Center (CPDC) staff invites you to explore the broad range of career opportunities available to you as a Duke LLMLE student and graduate. We understand that every LLMLE student's job search is unique, depending on your background, qualifications and career goals. Despite these differences, there are also fundamental commonalities that run through all job search processes. Our objective in creating this manual is to provide a basic resource that will help you to establish the foundations for the next stage of your career.

### A. Duke Law Resources

#### i. The Career and Professional Development Center

In addition to providing basic information such as this Manual and LLMLE programming throughout the year, Career Counselors are available for one-on-one counseling. For example, the Career Counselors can help you:

- Promote the merits of the LLMLE program to employers and networking contacts.
- Create a job search strategy to optimize your chances of securing the best employment options for you.
- Identify and emphasize the experiences and personal qualities that make you uniquely attractive to employers.
- Make a good first impression and avoid missteps by reviewing your resumes, cover letters and other communications with prospective employers.
- Refine your interview and presentation skills.

**Jennifer Caplan** is the Career Counselor assigned to the LLMLE program.

Jennifer works with students and alumni, especially those interested in private practice and/or transactional work. After receiving her undergraduate degree in Creative Writing from The Johns Hopkins University, Jennifer earned a Masters in Publishing from NYU and worked in the editorial departments of two academic publishers, developing history and political science titles. An interest in intellectual property issues prompted her to attend law school and after graduating from Duke Law, she worked at the Silicon Valley office of Fenwick & West LLP, where her practice focused on trade secret, trademark and patent litigation.

**Jennifer's hours are 9:00am – 2:30 pm Monday through Thursday. She can be contacted by email at jennifer.caplan@law.duke.edu.**

**Bruce Elvin**, the Associate Dean and Director of the CPDC is an additional resource in your career development. A graduate of Stanford University and Duke Law School, Bruce worked for the two years following graduation at the University of Munich, Germany where he also earned a Magister (Masters) in German Law. Upon returning to the United States, he practiced law for two major international firms in New York, Baker & McKenzie and later White & Case. Subsequently, he took on business roles at two high-tech firms. Immediately prior to coming to Duke, Bruce did consulting and recruiting for large law firms and corporate legal departments with Heidrick & Struggles in New York City. Bruce has lectured on the business of law extensively, and currently co-teaches the seminar "Business & Economics of Law Firm Practice" for the law school.

**Bruce can be contacted at the CPDC Office at (919) 613-7031 careercenter@law.duke.edu.**

**ii. LLMLE Program Director and Administrative Team**

**Kip Frey**, Director of the Law and Entrepreneurship Program and Visiting Professor of the Practice, is an entrepreneur, venture capitalist, educator and community leader, who most recently served as the president and CEO of EvoApp, Inc., a business intelligence start-up based in Durham, NC. He is the former CEO of Zenph Sound Innovations, Inc., a technology start-up funded in 2009 by his former colleagues at Intersouth Partners – the largest and oldest venture capital firm in the southeast. He joined Intersouth in 2000 as a venture partner and served as a full-time partner from 2003 to 2009, working with the firm's information technology portfolio.

Prior to joining Intersouth, Frey ran several venture-backed companies. He served as executive vice president and general counsel of Ventana Communications Group, sold Ventana to the Thomson Corporation in 1994, and continued in an executive role at Thomson through 1997. In January 1998 he became president of Accipiter, Inc., and sold the company to CMGI, Inc., structuring the transaction so that the ultimate deal value exceeded $500 million. Later that year he became president and CEO of OpenSite Technologies, Inc., which was acquired in 2000 by Siebel Systems for $542 million. OpenSite was named NCEITA Software Company of the Year in 1999 and Frey was honored by Digital South Magazine as the Southeast's top entrepreneurial CEO. He received the Council for Entrepreneurial Development's Entrepreneurial Excellence Award in 2000.

Frey practiced intellectual property law for five years before joining Turner Broadcasting System in 1990 as associate general counsel. While at Turner he ran several business units and contributed to the acquisition of Castle Rock Entertainment, the formation of the Cartoon Network, the construction of the MGM Grand Hotel and Casino and the preparation of several projects that for various reasons never saw the light of day.

Frey has been a professor at Duke for more than 16 years. In addition to his appointment at the Law School, he is currently professor of the practice at Duke's Sanford School of Public Policy, where he teaches intellectual property law and policy. Prior to that, he served as professor of the practice of entrepreneurial management, holding joint appointments with the Law School and the Fuqua School of Business. He is also a member of the boards of trustees of Durham Academy and The Emily Krzyzewski Center, and he serves on the Wells Fargo Bank North Carolina Advisory Board.

Frey is a Phi Beta Kappa graduate of the University of Southern California School of Cinema and of Duke Law School, where he served on the *Duke Law Journal.* He has been a director at more than a dozen public and private companies.

**Kip can be contacted at (919) 613-7046 or kfrey@duke.edu**.

**Megan Kelly Tisdale** is the Student Services Officer for the LLMLE program. She is your first point of contact for administrative and logistical issues, as well as the behind-the-scenes facilitator for LLMLE functions, ensuring faculty and student scholarship can take precedence. Prior to coming Duke, Megan was the Director of Admissions at the George Washington University School of Medicine. Megan has been at Duke for four years before joining Duke Law this summer. She is also an undergraduate academic advisor and the advisor to (and occasional performer with) Rince Diabhal-The Duke Irish Dance and Culture Club. Megan earned her BA from The Ohio State University and her MA in higher education administration from The George Washington University, where she is also working on her doctoral dissertation research.

**Megan can be contacted at (919) 613-7259 or** llmle@law.duke.edu.

**iii. LLMLE Faculty and Speakers**

The LLMLE faculty includes some of the foremost experts in their fields, many of whom have vast networks in the legal, business, finance, VC and entrepreneurship communities. Get to know your professors early in the semester! The better they know you personally and can confidently attest to your abilities and interests, the more likely that they can effectively assist you in your job search. Similarly, speakers from outside of the Law School come because they are interested in the LLMLE program. Take the opportunity to introduce yourself and follow up after the session if appropriate.

**iv. Duke Law Board of Visitors and Alumni**

- The Board of Visitors serves as a reporting and recommending body to the Law School administration, the University administration and the University Board of Trustees on matters of student development, alumni relations, fundraising, and faculty and academic affairs.
- The Law Alumni Association Board of Directors is the governing body of the alumni association and represents a wide variety of practice areas and business interests, as well as different decades of graduation.
- Both of these boards serve as ambassadors to the school, and they welcome opportunities to engage both current students and alumni in an effort to strengthen the institution.
- The Alumni Directory allows you to search by name, city, state, degree and/or employer and includes former graduates of the LLMLE program.

If you have any questions about using these resources, please feel free to contact Anna Walker, Director of Alumni and Constituent Relations.

**v. Entrepreneurship at Duke**

- Duke Law and Entrepreneurship, LLM Program
  Twitter Feed: @DukeLLMLE
- EntrepreneurshipAtDuke.com
  @EShipAtDuke
- Duke Global Entrepreneurship Network (DukeGEN)
  Join the mailing list and connect with over 3,000 Duke alumni and students
- "Like" DukeGEN on Facebook
  @DukeGEN
- Duke Entrepreneurship Manual
  How to create and grow your own venture.
- Duke Start-Up Challenge
  Compete in the spring for $50,000 Grand Prize.
- Duke Entrepreneurship Education Series
  Hear from successful Duke alumni entrepreneurs.
- Duke Start-Ups
  Partial listing of start-ups connected with Duke.

**vi. The Council for Entrepreneurial Development**

http://www.cednc.org
Twitter Feed: @CEDNC

The Council for Entrepreneurial Development (CED) is the Southeast's largest entrepreneurial support organization and serves to connect emerging growth companies with the tools and resources necessary to take their business to the next level.

Current students in the LLMLE program are given an educational membership to CED. In order to activate this membership, please visit myCED at https://my.cednc.org/cedssa/ssaauthmain.login_page. Choose "Duke Law and Entrepreneurship LLM Program" from the membership dropdown option.

As a member of CED, you will have a variety of educational and networking opportunities within the local entrepreneurial community, including access to the "Investor Brown Bag Lunch Series." Students may also volunteer to help with CED's two annual conferences, both of which take place in Raleigh: the upcoming Tech Venture Conference on September 11-12, 2012, and the Life Science Conference, scheduled for February 27-28, 2013. To volunteer for a conference, please contact your Career Counselor, Jennifer Caplan, or email Jane Royall, Development Manager for Membership and Individual Giving at CED, directly at JRoyall@cednc.org.

**vii. Local Entrepreneurial Resources**

- Bull City Forward
  http://bullcityforward.org/
  @bullcityforward
- Downtown Durham Start-Ups
  http://www.downtowndurhamstartups.com/
  @durhamstartups
- Durham Stampede
  http://www.startupstampede.com/
  @durhamstampede
- NC Idea
  http://www.ncidea.org/
  @NCIDEA
- TechJournal
  http://www.techjournal.org/
  @TJ_South
- Triangle Tech Talk
  http://www.triangletechtalk.com/
  @TriTechTalk
- WRAL TechWire
  http://wraltechwire.com/
  @WRALTechWire
- American Underground
  http://www.americanunderground.com/
  @AmerUnderground

### B. 2012–2013 LLMLE Career Planning Timeline

Finding and securing employment will be an ongoing process throughout your year in the LLME program. For most of you, the job search will entail three components: (1) the traditional materials and skills of a job search, including researching employers, drafting resumes and cover letters, and preparing for interviews; (2) networking; and (3) your course-work, practicum, extra-curricular activities and overall Duke experience. Use the timeline below to help you plan your time effectively.

| | Job Search Materials and Skills | Networking | Academics and Activities |
|---|---|---|---|
| **August – September** | Begin to **focus your academic interests and career goals**. Why did you decide to attend the LLMLE program? What will you do to maximize your opportunities while at Duke?<br><br>**Meet with your Career Counselor, Jennifer Caplan.**<br><br>**Update and revise your resume(s)** according to the guidelines in this Manual. | **Network with your classmates and faculty**. Use cross-disciplinary opportunities and organizations to network with students and faculty at Fuqua, the Medical School and/or the schools of Arts and Science and Engineering. | Get acclimated to Duke. Hit the ground running in your classes – many of them will have graded opportunities much earlier in the semester than is traditional in law school classes. Get involved in one or more student groups or programs. |
| **October – November** | **Draft a base cover letter** (or letters) so that you can quickly submit an application should an opportunity arise.<br><br>**Create your personal marketing plan.**<br><br>**Practice your informational interview and networking skills.** | Use the contacts you have established at Duke to **expand your network beyond the campus walls**. Attend local networking events and opportunities. Begin contacting people in the cities in which you hope to work and try to set up meetings for over winter break. | **Study.** Give your midterms, group assignments and other projects your full attention. Some potential employers will initially judge you by your ability to perform academically at Duke.<br><br>**Plan for and arrange your practicum.** |
| **December – January** | Update your resume(s) again to incorporate your practicum. Research organizations of interest.<br><br>**Make a list of potential employers** and begin to reach out and **apply for positions**.<br><br>**Contact Jennifer Caplan to schedule a mock interview**. | Use winter break to **network, network, network**! Conduct informational interviews, attend industry meetings, take people out for coffee. | **Take finals**. Finalize your second semester schedule. Prepare to begin your practicum. |
| **February – March** | Continue to apply for jobs and interview. | Continue to **follow up** with old contacts and reach out to new ones. Ask your contacts to let you know if they become aware of any opportunities. | **Excel in your practicum.** Your practicum is your best path to a job, either directly or through referrals, so make yourself invaluable and treat it as a semester-long interview. |
| **April – May** | Continue to apply for jobs and interview. | Even after you have secured a position, **keep your contacts active!** You have created a great network that will be invaluable to your long-term professional development. | Wind up your classes and your practicum. |

### C. CPDC COMMUNICATIONS AND MATERIALS

The CPDC provides many resources to students who are conducting job searches through its communications:

- Check our website (http://www.law.duke.edu/career) which has career links, our CPDC Calendar of Events, and guides.
- Review our events calendar and attend programs.
- Subscribe to the CPDC's blog at http://dukelawcareer.typepad.com
- Please contact Jennifer Caplan for information regarding previous LLMLE employers.
- Talk to Duke Law School Faculty and alumni. If you know of a faculty member who teaches a class related to a practice area you are interested in, make an appointment to meet with him/her to get advice and discuss job opportunities.
- Many alumni are willing to discuss their practice area, city and organization. You can search the alumni directory to identify potential contacts. It is available through the Duke Law School website, under the Alumni section. The Duke Law user name to access this directory is "staff" and the password is "devils".

The CPDC print library has a number of books, including the **Yellow Book Series**, described below, that are helpful in every part of your journey from self-assessment through relocation information. *Check out the full list of our print titles in our office*.

> The **Yellow Books** are a collection of legal directories, divided by type of organization, which list attorneys, firms, judges, and their contact information. Corporations and International books may prove especially helpful for locating in-house counsel and foreign law firms. These guides are available on-line (www.leadershipdirectories.com; user: CPDC; password: bluedevils).

### D. IDENTIFYING AND CONTACTING POTENTIAL EMPLOYERS

#### i. Directly Contacting Employers

Most LLMLE students find employment by pro-actively writing letters to organizations of interest, following up with contacts made through the program, including the practicum, responding to job postings, contacting family and friends, and making a hard and creative effort. Remember that while 2Ls and a handful of 3Ls are participating in OCI in August, students in the LLMLE program are on a different timeline, as set forth above. While it can be distracting to observe the 2L law firm interview season take place so early in the year, remember that the majority of students are interviewing for jobs that will begin in over two years.

After working with the Career Center and using the resources described in this manual to identify potential employers, contact those employers by sending an email or letter to the appropriate contact. If applying for a position at a firm, contact the hiring partner or recruiting manager, including your cover letter, resume, reference list and, if available, a writing sample. When applying for an in-house position, direct your materials to the general counsel or human resources manager. In the case of smaller firms, businesses or other employers that do not identify the appropriate contact on their website or in other available materials, pick up the phone and inquire to whom your materials should be sent. If all else fails, write the most senior person within the organization who attended Duke Law.

Remember to label your attached files with the recipient in mind. Instead of "myresume.doc" label your resume "Smith John Resume.doc." Finally, be sure that all attachments and other electronic submissions are either in PDF or Word 2003. Many employers still use Word 2003 on XP and some won't have the conversion patch. In those cases, a Word 2007 resume may not open at all, or may lose some important formatting details.

If you have not heard from an employer, it is important to follow-up, especially if you can provide additional facts such as an updated transcript or resume or notify them that you will be in their area and available for an interview.

***See Section III (including Subsection A and B) of this manual and attend the Resume and Cover Letter Skills Workshop for additional guidance on directly contacting employers and drafting your resume, cover letter and other materials.***

**ii. Job Postings on Symplicity**

Both public and private sector employers solicit resumes from Duke Law students, including LLMLE's; these postings are generally on our Symplicity site which can be accessed through our website or through the Symplicity site at https://law-duke-csm.symplicity.com/students.

**iii. Additional Job Sites**

- A list of websites for your job search is available at: http://www.law.duke.edu/career/password/Websites_with_Legal_Job_Postings.pdf. The site is password protected. Username: blue, password: devils (all lowercase).
- An additional link to some general job search resources: http://www.law.duke.edu/alumni/career/resources
- The Association of Corporate Counsel (ACC) posts positions for in-house attorneys at http://jobline.acc.com/jobs.

### E. Maintaining a Record of Your Job Search

Regardless of how you contact prospective employers, your career search will inevitably consume a significant amount of your time and energy. **Keep yourself organized and optimize your efforts by maintaining a spreadsheet or other record including:**

- The name and location of the prospective employer;
- The name and contact information of the individual(s) to whom you sent your materials and/or made your initial contact;
- A brief note to yourself to help you distinguish that employer from others to which you are also applying; and
- Periodic updates describing every communication you send or receive from that employer (including follow-up calls or emails, rejections, callback invitations, etc.), including the date of the communication.

Bringing this record with you to each meeting with a Career Counselor will enable the Career Center to help you focus, prioritize or expand your search.

### F. Presenting Your Best Self: What Employers Look For

As you embark on your job search and prepare for interviews, now is a good time to do a search of your name on Google, Facebook, Twitter, and some of the other online communities that you may participate in. Take a look at what is posted and ask yourself, "Would I want an employer to see this?" With the increasing availability of technology, employers are using the aforementioned resources to aid them in their hiring decisions. Note that pictures and statements need not be made by you in order to impact a prospective employer's hiring decision. Consider the professional impact of not only your own posts, but everything that is visible or can be linked to from your page. **It is important that you protect your reputation as it is the most valuable asset you will have in your career.**

**i. Linked In**

If you have not already done so, now is also a good time to create or update your Linked In profile. This profile is essentially your online resume and a key tool for networking. Along with listing the LLMLE program under your education, you can also list your specific classes under "Courses" to demonstrate your particular focus and expertise. When you begin your practicum, you should add a description under experience, using a job title such as, "Legal and Business Practicum." We also recommend joining several groups relevant to Duke Law and the Duke

entrepreneurial community, including **Duke Law – LL.M. in Law and Entrepreneurship**, **Duke Law Alumni** and **DukeGEN – The Duke Global Entrepreneurial Network – Main Group**. You should also join the alumni network of your undergraduate and law schools, as well as those of any previous employer.

**ii. Facebook, Twitter, and Voicemail**

Many employers subscribe to Facebook, Twitter and similar websites as a way to conduct background research on job candidates. In the same vein, we encourage you to be mindful of your voicemail greeting and any signature quotes that you may have on your email account. Be sure that these and other personal stamps present you in a polished and professional manner.

**iii. Blogs**

Many students incorrectly assume anonymity when participating in blogs online. However, an alias is often traceable and many employers check blogs or are "informed" by your peers about postings on various sites. Your postings may not only harm your chances of obtaining an opportunity but may also reflect poorly on your classmates and Duke Law.

If you have specific concerns about your background, please speak with a Career Counselor to learn how to present yourself in the best possible light. Being prepared to deal with an issue directly is the most successful path to a rewarding job search.

## II. Networking

Networking is a crucial part of any job search—and indeed, it will play an on-going and invaluable role in your career development from your first day of the program throughout every day of your legal career. Networking includes contacting people you already know, as well as finding new contacts who may be able to help you locate jobs that are part of the "hidden job market" - jobs that are not advertised or openings that may be about to occur. This aspect of networking is particularly important in the entrepreneurial community. In addition, contacts may be helpful to you after you have found a job, by making referrals, providing business, or even by being a mentor for you.

### A. FINDING CONTACTS

- Make a list of people you know who may have valuable information about careers or contacts to potential employers. Examples include family and friends of family, current and previous work contacts, acquaintances from social groups, churches, or activities, alumni you know from undergraduate or law school, Duke Law alumni, and current or former professors. Ask the people you contact for further referrals.
- Attend events that relate to your area(s) of interest. Regularly check the list of resources on pages 5 and 6 for opportunities both within Duke and the local entrepreneurial community.
- Take a walk through the American Underground, located just across the street from the Durham Bulls ballpark at 318 Blackwell Street. The American Underground is home to almost twenty start-ups, the founders of which include many leaders of the local entrepreneurial community. These start-ups welcome the opportunity to discuss their projects with interested visitors and generally have an open-door policy. Please visit www.americanunderground.com/tenants to learn more about its tenants before visiting.

### B. TIPS FOR NETWORKING

- Ask contacts for information, not a job.
- Contacts are most helpful when you can ask them something to which they can say, "Yes." For example, ask for advice, resources about a particular field or practice area, information about career opportunities, or a critique of your resume. If contacts are impressed with you, they will inform you about potential jobs.
- When you meet contacts, focus on them, not yourself or your own needs. Ask them about their day-to-day work activities, what they like and dislike most about their job, what led them to choose the career path they have chosen, what they would do if they were in your position, etc.
- Although you are not asking the contact for a job, treat all interactions with the same professionalism and courtesy you would an interview.
- Make sure your contacts have all the relevant information about you. You may provide them with a resume and update it when necessary. Don't expect the contact, however, to do the heavy lifting. You should follow up with the appropriate HR contact. It is your job search and should always remain in your control – unless your contact requests otherwise.
- You can ask contacts to refer you further, for example, by asking, "Given my interests and background, is there anyone else to whom you suggest I speak?"
- Give positive feedback. Thank contacts for their time in person and in writing. Let them know specifically how you've acted upon their advice.
- Keep accurate records of whom you spoke with and what you discussed.

### C. HOW TO PREPARE FOR A SOCIAL NETWORKING EVENT

Receptions, parties, conferences, etc. are great opportunities to gather information from people who may have knowledge and experience in a geographic area or practice area of interest to you.

Before the Event:

- Study any list you can get of people attending. Decide in advance whom you will try to meet.
- Research those who will be in attendance and those you hope to meet. Knowing such information as where they attended college and law school and in what area of law they specialize may help you find some points of connection.
- Make sure you dress appropriately and consider the setting. When trying to impress at an event for attorneys, it helps to wear a suit and polished shoes and have a good haircut, etc. For an event focused on start-ups, opt for business casual.
- Resolve to be brave. It's very tempting to spend your time in a social setting with fellow students or people you know, but the potential benefit of meeting and mingling with prospective employers is invaluable.
- Be well-rested and well-fed before the event. To be able to meet and talk with new people at the event, you will need to be energetic, and you won't have much time to eat.

During the Event:

- To stay in top form, limit alcohol consumption and avoid messy foods.
- Approach strangers and introduce yourself with a smile and a handshake. State your name clearly. Shake hands - you should give a firm, but not-too-strong, squeeze.
- Try to use an opening line based on the current setting, and try to end your opener with a question. That way you immediately have something in common to talk about, and you give the other person the opportunity to talk.
- Maintain eye contact when talking. Eye contact communicates sincerity and interest.
- Be careful about telling jokes. Do not tell ethnic, religious, sexual, or gender jokes. (Also be careful of political jokes.) Avoid these areas as topics of conversation.
- Don't take it personally if you try to talk to someone, and he or she does not engage with you after you have given it a good try. Move on and talk to someone else.
- Remember that you are trying to achieve quality of contacts rather than quantity of contacts. Try to learn as much as you can about each person's firm, practice, and interests. Try to impart similar information about yourself. In the end, you should each be able to remember something distinctive about the other person.
- Wait for an appropriate opportunity or the end of the conversation to ask for a business card or to offer your own. Don't be offended if someone quickly puts your business card away or even writes on it.
- If appropriate, ask for an opportunity for further conversation and further advice. Do not ask directly for a job. Do ask for referrals to other contacts.

After the Event:

- Review any business cards you receive and make notes about the people you spoke with and what you talked about.
- Follow up by e-mail or letter to any person with whom you made a connection, if appropriate. Reference the setting at which you met and something you discussed.
- Consider sending an invitation to connect on LinkedIn to any person with whom you had a substantive and memorable conversation, if appropriate.
- Think about how you can utilize these contacts for the future.

## III. Resumes, Cover Letters and Other Correspondence

It is critical that you understand the industry and culture of the organization to which you will be applying for a job. Based on the expectations and norms of the organization, your application approach, materials and how you position yourself will vary. Consider the difference among the work and skill sets needed by emerging growth companies, established large non-profits and traditional law firms, for instance; also, consider whether you are looking for a role as a lawyer, as a business person, or somewhere in between. All of these factors impact how you present yourself and due diligence on your part is required to be successful. Below, we provide information that prior LLMLE students have found useful – understand that it is based on applying to a "traditional" law firm associate position; however, students have seen that many other employers appreciate some of these materials even if the whole set is not necessary, and your emphasis may vary by employer. Moreover, these materials must be complemented by your online presence, at a minimum with your LinkedIn profile fully complete.

When contacting employers to request an interview or informational meeting, you should create and gather the following materials which are typically requested by employers. These are the tools you will need to market yourself:

1. A current resume
2. A cover letter
3. An official or unofficial transcript
4. A writing sample
5. A list of professional and/or academic references (preferably 3)

In this section, you will learn how to create a resume that highlights your skills and abilities that will bring value to employers, and a cover letter that will explain your reasons for contacting the employer. This section also provides guidelines for transcripts, writing samples and reference lists.

### A. Drafting Your Resume

Before you begin drafting your resume, consider how to best "sell" your experience and credentials. Achievements in school, research and writing, public service, work experience, the arts or sports, or languages are all of great interest to potential employers. Whether you have worked for many years or recently graduated from law school, your presence at Duke Law School means you have great achievements to include on your resume. Ultimately, your resume will be impressive enough to motivate a complete stranger to want to meet you, and later to hire you.

**You should assume that a reader will spend no more than 30 seconds on the initial scan of your resume; thus, it should be neat, error-free and extremely easy to read.**

How Your Resume Works for You:

- Gives you the opportunity to paint a self-portrait highlighting your accomplishments and unique attributes.
- Gives you your first opportunity to make a favorable impression on a prospective employer.

Format of a Great Resume:

- Your resume should fit on one page. If you have extensive work experience and/or are applying to public interest and government positions, discuss your resume length with a Career Counselor.
- Your resume should present materials succinctly.
- The formatting of your resume should be easy to read and consistently applied throughout. *The Career Center **strongly** recommends using the format shown in the Form Resume attached as Appendix D.*

**(A sample resume is located in Appendix D to this manual. Additional examples of "Experience" descriptions can be found in Appendix E and a list of helpful action verbs and legal descriptions is in Appendix F.)**

Keeping these principles in mind, let's work our way from the top of your resume to the bottom:

1. **Your Name**
   Center your name at the top of the page. While the substance of your resume should be between 10 to 12 pt. fonts, you may make your name slightly larger, but no larger than size 14. If you go by your middle name, you should use an initial for your first name. For example, if your name is Eva Maria Gabrielsson and you go by Maria, you should consider using "E. Maria Gabrielsson." While you should not use a nickname such as Dave, if you go by a name that is very different from your full name, you may wish to include it on your resume. If you have a gender neutral name, or an unusual name from which it is difficult to ascertain gender, include your middle name if this makes it obvious or add "Mr." or "Ms." to your headings. Recruiters appreciate such an effort.

2. **Your Address**
   Your local address should be centered beneath your name. If you decide to include both a local address as well as a permanent address, position the local address flush with the left margin and your permanent address at the right margin. A permanent address is recommended if you are attempting to establish a geographic connection to an area. If you do not wish to return to your home state, and if you can readily be reached at your school address, you should not include your home address, as employers will assume that you still consider it a viable geographic location for employment. Be sure to include your primary telephone number and email address. Use your Duke email address; do not use an email address that is unprofessional (e.g. surfgirl2520@gmail.com)

3. **Education**
   The heading for this section, "Education," should be flush with the left margin and the schools should be in bold followed by the city and state. This section, as with the rest of your resume, should be in reverse chronological order. Beginning with the LLMLE program, list your LLM, law, other graduate and undergraduate schools, city and state, expected or actual year and month of graduation, degree(s), honors and activities, and grade point average rounded to the nearest hundredth (e.g. 3.22). Please see Section 7 below for further discussion of grades.

   If you are a *joint degree student*, you may include this along with your law degree (e.g., "*Juris Doctor/LLM, Law and Entrepreneurship* expected, May 2013"). If you attended more than one graduate or undergraduate school, identify each as well as the years attended. You may also include fellowships, research projects, and study abroad programs here. If relevant, you may briefly describe your thesis or research projects.

4. **Honors and Activities**
   "Honors and Activities" should be listed under the respective academic institutions at which you received them. If your honors and activities are extensive, you may choose to create a separate "Honors" and "Activities" category under the appropriate academic institution. Similarly, if you are applying for a specific type of job (public interest or international, for example), you may want to group your honors and activities accordingly. For example, you may list Honors under your respective educational headings, but also create a Public Service Activities category as well.

   No matter how you arrange them, be certain to include any honors that indicate a high level of academic performance, and explain their significance if necessary. Be sure to include any nationally recognized honor, as well as scholarships.

   Finally, don't forget to include any significant college, law school or professional activities, such as sports teams or the arts, in which you participated, as employers view this as an indication of your ability to cooperate and achieve a common goal. Do not underestimate an accomplishment's value simply because it does not seem "legal" or business related. Likewise, if you held any positions of leadership in university or community organizations, these should also be listed.

**5. Experience**

The next category is "Experience." If everything included in this section is a paid job, you can call the section "Work Experience," but if you have included internships and volunteer positions, you should simply call it "Experience." If this section on your resume is not particularly lengthy, you may be creative and expand upon relevant unpaid experience here, including teaching and research assistant positions, school-year internships, or significant community service endeavors.

Begin with the most current or recent position you have held and work backwards chronologically from there. Do not leave large gaps of time unaccounted for, as you will waste precious interview time explaining these gaps. Much as your academic entries were listed, typically the name of the employer and location should be on the first line, with the positions held and the relevant dates on the second. As shown below, this style will also allow you to list multiple positions at the same place of employment if necessary:

**Andrews & Kurth LLP**, New York, NY
*Paralegal*, May 2007 - July 2008
*File Clerk*, January - May 2007

Following these two lines, you should include a brief job description. When writing a job description, be succinct and use **action words**. **(A list of frequently used action verbs can be found in Appendix C to this manual.)** Complete sentences are not necessary, though phrases or bulleted points that function as a sentence, rather than as a listing of items, should always end with a period. Job descriptions end with a period, but listings in the academic section and listings of personal interests do not, unless they function as a sentence. Independent phrases should be separated by semicolons or periods, or, if space permits, on their own lines with or without a bullet.

The text should be in telegraphic style, which means that you should not include unnecessary articles such as: "the," "a," or "an." This will make your description read more crisply. You should also avoid the use of personal pronouns, like "my" or "I." Avoid using phrases such as, "My responsibilities included writing...reading... researching..." Instead, try to use "drafted ... read ... researched..." and other action words. Use the present tense only if you are currently doing the job. Otherwise, all verbs should be in the past tense.

Your descriptions of previous experiences can make your resume stand apart from the hundreds of other resumes reviewed by your prospective employer. They should be specific and interesting, detailing projects you completed and how your work added value to your employer. To the extent you can quantify your successes, do so. Remember that the more specific information you include, the more interesting questions employers can ask you in an interview! Your goal is to describe what you did, that you did it well, and how it qualifies you for the position to which you are applying – all in a few lines. As such, drafting a compelling resume is an art that requires time, practice and feedback. Make an appointment with a Career Counselor to revise your resume well in advance of submitting applications.

**(Sample language for the Experience portion of your resume can be found in Appendix F to this manual.)**

**6. Additional Information**

Following the Experience category, you may wish to include an Additional Information sectional. If you have a particular language ability, you should include a "Languages" category. Indicate the level of competence, either “native,” “fluent,” "proficient," or “knowledge of.” Be prepared to be interviewed in that language if you state that you are fluent.

If you have any particular skills that you think are interesting and might provoke a conversation in an interview, include these under Additional Information, e.g. “Interests include…” In this section you might list SCUBA certification, a Black Belt in Karate, or other certified activities. *Basic word processing and Microsoft Office proficiency and/or experience with Lexis and Westlaw should not be included, nor should a passive hobby such as reading or watching movies.* You want to demonstrate your discipline, confidence, dedication, attention to detail or leadership ability – characteristics relevant to successful lawyers.

7. **A Few Final Tips**

**Sensitive Issues:** Keep those activities that might portray you as a "party animal" or non-academic type, to a minimum. That does not mean that you should always leave off things like membership in a fraternity or sorority. Rather, you should consider carefully what value including your membership might add. If you had a leadership position within your fraternity, this might demonstrate leadership skills, commitment etc. Likewise, take care not to overstate your political allegiances or membership in politically sensitive organizations unless you have extraordinary experience or interest in these groups. Remember, you have no idea of the personal likes and dislikes of the readers of your resume. Anything on your resume that may rub someone even a little bit the wrong way is probably enough reason to reject your application. A resume is not the vehicle for espousing your personal causes unless you are sure your views will be welcomed by your audience, or unless you would not be interested in working for the employer if he or she does not agree with your views.

**Grades:** A very good question is whether to include college, law school and LLM grades on resumes. There is no absolute answer to this question. As LLMLE students often apply to various types of positions, the answer really depends on the type of employer.

Law firms are almost always interested in your academic record, and if you do not include your GPA on your resume, most will ask for a copy of your transcript before extending an offer. Some employers express frustration when students submit resumes without grades, and may assume that you are unhappy with your performance. On the other hand, your resume is the opportunity for you to sell yourself. If your grades do not positively reflect your abilities, you may want to omit them. In this situation, you would hope to make a positive impression on the employer before he or she asks for your grades; students do have success with this method. As a general rule, if your GPA starts with a "3", include it. You might want to include it in other cases as well. If you do include your GPA, remember to round it to the hundredths (e.g., 3.22), not to the tenths. When in doubt, discuss this important issue with your CPDC counselor.

In contrast, if you are interested in a position with a start-up or tech company, your specific skills set, experience, knowledge of that particular sector and networking contacts will often be the focus of your job application, with less emphasis on your GPAs.

Also, many LLMLE students enter the program after several years of working at a firm or business and, with your undergraduate and law school experiences further in the past, GPAs again become less of a focus on a resume and may be unnecessary.

8. **Printing Your Resume**

You should produce a professional resume. Variable font sizes and styles can be used to help you include more information (ideally, your font should be at 11 or 12 point for ease of reading), and the use of bold and italicized fonts will help you emphasize certain items. See **Appendix E** for formatting guidance.

**Paper Quality:** If submitting a hard copy, your resume should be printed on white or a neutral color (ecru, very light beige) bond paper (24 lb. is very good). Be sure to purchase sufficient quantities of matching plain paper and matching envelopes for your cover letters, resumes and references. If you produce an original resume on regular copy paper and take it to print shops such as Kinko's, they can darken it a bit and print it directly onto your quality paper. Kinko’s-quality resume paper is perfectly adequate. You need not invest a small fortune in more expensive alternatives.

**PDF:** If submitting your resume electronically, attach it to your email in .pdf form to ensure that the recipient’s word processing settings don’t modify your carefully constructed format or inadvertently show edits.

**Editing:** Perhaps most importantly of all, your resume must be ***error-free*** and consistent. Read and re-read it. Have someone else read it for you. One misspelled word can spoil your chances of landing an interview.

## B. COVER LETTERS

Law students must avail themselves of every possible opportunity to distinguish their credentials, attributes and experience. In today's highly competitive job market, a creative, thoughtfully composed, well-written cover letter

can make a significant impact on a hiring manager to move your resume from the tottering stack of many to the well-balanced stack of a few. The cover letter is, in fact, your first writing sample read by a potential employer. Therefore, as with any writing sample, your cover letter should be all of the following:

a) concise
b) well-structured
c) persuasive
d) well-reasoned, and
e) grammatically perfect

The desired effects of your cover letter are two-fold: first, to provide the reader with information regarding your career-related intentions; and secondly, to identify and attract attention to something about you which is unique, interesting, and desirable in the context of potential employment as an attorney.

1. **The Format**
   Most importantly, your cover letter should be absolutely perfect, with no typographical errors or misspellings. Your cover letter should be written in the style of a business letter. It is now preferable in most cases to email a cover letter and resume. If you do mail, each letter should be a signed original, printed on bond paper by a letter quality printer. The color of your cover letter (e.g., white, ivory, and bone - never a color of the rainbow) should match the color of your resume and envelope. At this stage of your career, your cover letter should not exceed one page.

2. **Text of the Letter**
   We encourage every student to write to potential employers until he or she secures a position of interest. This can be a time-consuming and laborious endeavor, but is well-worth it if it leads to securing the optimal position for you. You should develop one or several standard but flexible letters, which can be adjusted to suit the particular employer and the particular city or geographic region. You may also need to stress certain skills or qualifications that you feel will benefit a specific employer. It is likely that you will need to develop multiple cover letters. Generally speaking, an effective cover letter needs to establish the following five basic points in three or four paragraphs:

   a) The reason you are contacting a particular employer;
   b) The interest you have in the geographical location of the employer;
   c) The reasons for your interest in the legal practice of the particular employer;
   d) The strengths, attributes, and skills you will contribute to the position for which you are applying; and
   e) Your availability for a personal interview.

3. **Choosing the Recipient of Your Letter**
   You should never write a letter addressed to "To Whom It May Concern," but rather should direct your letter to a specific person. The salutation should read: "Dear Mr. or Ms. Jones:". For a judge, the address should read, The Honorable William K. Smith, and the salutation should read, “Dear Judge Smith:”. Unless given a specific contact person to whom correspondence is directed, you should send your letters to the recruiting coordinator at a particular employer. However, depending on the situation, you might instead address your letter to a Duke alumnus, the head of a particular department, a hiring partner or manager, or even the former tennis partner of an attorney who is a family friend. While it is best to consult with CPDC to determine to whom you should apply, regardless of the primary recipient, it is also wise to "cc" or send a copy of your letter to the employer's recruiting coordinator. This person will ensure that your application receives prompt attention.

   The NALP Directory will identify the hiring partner or recruitment professional for a particular firm, but only for NALP member employers. For non-NALP employers, you may need to check the employer's website or pick up the telephone and inquire. Don't forget to verify the spelling of the individual's name, and the gender, if necessary.

4. **The Introduction**
Your first paragraph serves as your introduction. Do not start the letter with "My name is Mary Powaga," but rather, give a solid indication of your educational status ("I am a student in the Duke University School of Law, LLM in Law and Entrepreneurship...") and explain briefly why you are writing (....and am interested in being considered for a corporate associate position.") If you have a particular contact with the employer, this should be noted here, saying, "Stephanie Wormser, an attorney in your Charlotte office, suggested that I write to you." The last sentence of this paragraph should serve as your thesis sentence for the remainder of the letter, possibly identifying 2-3 traits or interests you will discuss in the body of the letter.

There is not a lot of room for creativity here. However, the first paragraph should be a real attention getter since many who will read your letter and who may view the cover letter as a "mere formality" may not get past the first paragraph. Thus, if you have a way of creating an immediate and positive first impression (e.g., "having decided to attend Duke Law School following my receipt of the Nobel Peace Prize, I am..."), you might consider this approach.

5. **Second Paragraph - Interest in the Employer**
Why are you interested in this employer? The following two points must be conveyed:

(1) The employer is in a city or geographic area that appeals to you, and
(2) The employer offers an employment opportunity that is compatible with your career interests.

Let's look at each of these factors:

**Geography/Regional Ties**: If you have a tie to a particular market, no matter how tenuous, emphasize it to enhance your credibility. Identify your connection to an area or a city through your own roots, family ties, college, law school, previous work experience or previous travel to the city. Some locations are melting pots and employers are not as concerned with your prior ties to the community (e.g. New York City, D.C., Los Angeles) while employers in other cities may favor law students with a demonstrable link to the city or region (e.g. Raleigh, Seattle, Minneapolis, Boston, Texas). If you have no ties to a city, you will need to establish somewhat convincingly your commitment to living and working in that city - however this can be readily accomplished. Please speak with one of us in CPDC if you have questions in this regard.

One way to show your interest in a particular geographic area is by making an effort to travel to that city. The reason employers may focus on geography is that it typically takes several years for them to earn back their investment in a new lawyer, so they want to ensure that you are both committed to starting your career in their city, and that you will in fact enjoy living in their city. The following are examples of language helpful in establishing your ties or your interest in a particular city or region.

*"Having been raised in Seattle, I intend to return to the Northwest to practice law following my graduation from Duke."*

*"I spent three years at the Georgetown Law Center and I intend to practice law in Washington, DC following my graduation from Duke."*

*"I have enjoyed my many visits to Atlanta and am attracted to both the professional and personal opportunities that your city offers. I intend to relocate to Atlanta following my graduation from Duke."*

***Note: Be careful of using the passive voice in your cover letter. The language of your cover letter should be engaging, and demonstrate action and intent.***

**Business and Practice of the Employer**: This is an opportunity for you to demonstrate that you are an informed consumer. In no more than two sentences, explain what it is about the employer that generated your interest (practice areas, reputation, its commitment to a specific cause, a recent matter handled by the organization, acquaintance with members of the organization). Ambivalence, indecision, or a willingness to "do anything" sends the negative message that you lack focus and just want a job, any job. The challenge is picking a practice area (a) that fits your interests/skills and (b) in which ample opportunity may exist. While the selections should be employer-specific, that may mean dispensing with practice areas which are

too small, too “cold” in the current legal economy, or too selective to be a realistic target. Express your interest with some enthusiasm. An employer must feel that you devoted some thought to your selection process. Jennifer Caplan is more than happy to meet with you regarding your personal interests and to help you discover the practice area(s) that may be right for you.

Expressing your interest in and passion for the work of the employer is especially important if you are applying for public interest and government jobs. For public interest and government jobs, the cover letter is often a much more critical part of your full application.

6. **Third Paragraph - What You Bring to the Table**
   Your goal here should not be to reiterate facts obvious from your resume but rather to:

   (1) establish those traits which an employer expects from an employable law student, such as excellent legal writing and research skills; and

   (2) set forth something about you which, in the eyes of the reader, separates you from the masses in a very positive way.

   (3) emphasize the unique nature of the Law and Entrepreneurship program.

   Such a unique qualification may be derived from a practical work experience, an academic experience as an undergraduate or in another graduate school or from an extracurricular activity. Whatever the experience has been, it should portray a personal attribute that is highly desirable in a young lawyer. You may demonstrate your dedication, diligence, creativity, energy, perseverance, commitment, attention to detail, ability to assume responsibility, or work ethic through a very personal experience. If possible, be compelling, show some passion, and put a part of yourself on the page. Compose something that the reader will remember one hour later.

   **Conclusion**
   State your interest in a personal interview. If you plan on being in the employer's city on a certain date, you should indicate this fact. Offer to provide any additional information and express your thanks for his or her consideration. **(Sample cover letters are located in Appendix H to this manual.)**

### C. TRANSCRIPTS

If the employer requests a copy of your transcript, you should ask whether they would prefer an official transcript or if an unofficial transcript is sufficient. **Official transcripts are available only from the Duke University registrar on the main campus** (the law school Registrar cannot provide you with an official transcript). You may create an unofficial transcript by cutting and pasting from ACES into a Word document and clearly indicating that it in an unofficial transcript on the final document.

**(A sample transcript is located in Appendix J to this manual.)**

### D. WRITING SAMPLES

While your cover letters and resumes are obvious writing samples, you should be prepared to submit a formal legal writing sample as well. While a writing sample alone will not get you a job, it clearly can be your undoing if you submit something inappropriate.

1. **Text of a Writing Sample**

   - A writing sample must be entirely your own work. Do not plagiarize. Your writing sample should be substantially unedited by anyone else. If significant parts of the sample were not edited, you may indicate those parts on the document. If you have an unedited sample that might appear to have been edited, it is acceptable to attach a cover sheet with a brief explanation saying, "The following is an unedited memorandum I wrote as a paralegal at Arnold & Porter. I have been given express permission to use it as a writing sample."

- A writing sample should demonstrate your ability to analyze a legal issue. Consequently, the sample should contain a set of facts, a discussion of the relevant case or statutory law, and a conclusion drawn from the application of the law to the facts.
- Additional writing samples could include: a book review, a portion of a university thesis, or paper for a law school seminar based on a more jurisprudential topic. If you have written something that has been published, you might offer this as a secondary sample if asked.

If you select a document originally prepared for an employer, you must also be careful not to breach any confidences or attorney-client privileges. You must obtain permission from your employer before using such a sample and, as addressed above, you should indicate that permission has been granted on an attached cover sheet. If you need to redact confidential information such as a client name, it is preferable to rename the client generically and to inform the reader of this change on a cover sheet or in a footnote (e.g., ABC Corporation).

**2. Length**

As a general rule, a 5-10 page document is ideal. You may use a section of a larger work, but if you do, be sure to preface the sample with an explanatory note that (1) explains the larger task and the selected issue(s), and (2) offers any facts necessary to a full understanding of the excerpted analysis.

If you redact internal sections of a document in order to shorten it, make this clear to the reader so that if it is a legal area they are familiar with they do not assume that you left out an important argument. For example, if you are using a memorandum or brief that has separate sections, you could redact one section but leave its title.

**3. Final Tips**

- **Proofread.** Your goal is to submit a document that is free from errors in spelling, grammar and punctuation, as it will be checked for errors, even in citation form. Candidates routinely lose potential jobs due to sloppy writing samples.
- Your writing sample may be submitted on regular, photocopy quality paper. It should be stapled in the upper left-hand corner. Make sure each copy is clean and neat.
- *You do not need to submit a writing sample to an employer until it has been requested. However, you should bring copies of your writing sample to all interviews*.

## E. REFERENCE LISTS

***References should not be listed directly on your resume. They should be on a separate sheet of paper.***

A good sign that a potential employer is seriously considering you for a position is a request for your references. Usually the employer will want the names of two or three people who can recommend you for employment based on their personal experience with you either as a law student or as an employee (preferably as a law clerk, research assistant or from a prior work setting).

When providing references:

- Before you give the name of any reference to a potential employer, you should obtain permission from your reference to pass along his or her name. Further, you should give a copy of your resume to your reference so he or she can become familiar with your background before the reference check.
- Use a sheet of stationary matching your resume to list each reference's name, address, professional affiliation, position, telephone number and email address.
- If it is not otherwise clear from your resume, you should identify each reference as to his or her connection to you, i.e., "Former Employer" or "Torts Professor."
- Put your name, address and telephone number at the top of the page in a manner that is identical to the heading on your resume.

- If one of your references has a connection to the prospective employer, you may wish to mention this fact in your cover letter.

**DO NOT** include on your resume, "References available upon request." because that is assumed.

(**A sample reference list is in Appendix I to this manual.)**

## IV. Interview Preparation and Logistics

Almost all employers will require one or more rounds of interviews, either in person or over the phone, before offering you a permanent position. As a result, the interviewing stage is critical in the hiring process. While some students may feel more self-conscious than others about the prospect of talking with prospective employers, all students can master the art of the interview with proper preparation.

As indicated in Section III., understanding the climate of the entrepreneurial community is vital to your job search, not only in terms of constructing your resume, but also in preparing for interviews. Start-ups are often operating with minimal structure in place and may just be learning what a candidate with both legal and business expertise can bring to their developing organizations. In such cases, interviews present an opportunity for you to think innovatively and demonstrate how your unique knowledge and skill set would add value and facilitate their growth over the long-term.

### A. Interview Preparation

There are two distinct levels to the process of preparing for an interview: (1) conducting research on the prospective employer and (2) conducting research on you. You are only fully prepared for the interview after you have researched the employer and its practice, hiring requirements, and environment, identified your own goals, interests, and abilities, and connected the two so that you can articulate (a) your specific interest in that employer and (b) your specific "value add" for that particular employer based upon your unique background, skills, and interests.

Part of your preparation should include learning to be an "active" interviewee. While a passive interviewee may provide sound responses to interviewers' questions, he or she is foregoing a valuable opportunity to make important points. **Taking charge of an interview means being responsive to the interviewer, while also making your most important three or four points in every interview, irrespective of the interviewer and the questions asked of you.**

**Think of these three or four points as "headlines" about yourself – the attributes of your experience or personality that make you unique – and endeavor to work them into the conversation by use of anecdotes which illustrate these positive traits (i.e. leadership ability, grace under pressure, business savvy, discipline, etc.).**

1. **Researching the Employer**
   You should conduct extensive research into the employer, its attorneys, and its clients. In particular, if you have the names of the lawyers with whom you will be interviewing, you should determine what their practice areas are and whether they have been involved in anything significant recently. Reading the employer's website is an obvious first step, though it should be only one of several sources of information. News about the employer's growth, major transactions or legal victories, and other noteworthy events provides substantive issues to discuss during your interview. Google, Lexis and Westlaw research is critical to obtain this type of information. In addition to printed resources, family members, friends, fellow students, alumni, and members of the law school administration and faculty who have worked at the employer or elsewhere in the same city are excellent resources for learning about employers. By mentioning conversations you have had with any of these individuals during your interview, you demonstrate to interviewers that you are both invested in learning about their organization and that you are a person who takes initiative. Some students also read material on employers on websites like Vault.com while others review publicly available financial information.

   This research will allow you to prepare thoughtful questions that will make you stand out. Unique questions not only demonstrate your ability to interview, but also your positive commitment to and interest in the firm. Make sure you prepare questions before you have the interview. **A list of suggested questions to ask employers, as well as those that you should expect to be asked of you, can be found in the Appendix N to this manual.**

2. **Personal Preparation**
   Interviewers will assess your questions and responses, not only in terms of their informational content, but also in the manner in which they are asked and answered. Your energy, sincerity, enthusiasm, candor,

humor, precision, and style are among the many aspects that will affect the impression you make. Employers look for people with both sound academic and interpersonal skills. As such, you should be courteous, make good eye contact and remain calm. Likewise, watch your interviewers' body language, as it could reveal important things about their beliefs about their employer and their reaction to you.

Whatever your academic qualifications, before your interview even begins you need to assess your positive qualities. It may be your experience, writing ability, or personality. If you cannot convince yourself that you have something to offer, it will be impossible to convince an interviewer. Please arrange a meeting with one of us in CPDC to help review and highlight your personal strengths.

Use tact to answer questions directly and honestly; your self-confidence says more about you than almost everything else. Never apologize for shortcomings; instead, **anticipate confident responses to potentially uncomfortable questions.** This point is critical. In addition, you may consider raising your weaknesses and addressing them with confident responses. This technique allows you to resolve concerns that the interviewer may well have but may not be asking. Otherwise, the interviewer will draw his or her own conclusions after the interview. **You will find a list of questions you can expect to be asked, as well as those you might want to ask, in Appendix N to this manual.**

Read these questions carefully and verbally answer them (do it with a friend if it will make you more comfortable) in preparation for your interviews. You may want to start by writing out answers. The best way to assess your interviewing skills and determine what aspects you need to improve is to participate in a mock interview. **CPDC counselors are happy to conduct mock interviews for you at any time during the year, and we suggest scheduling an initial mock interview in December or January (as set forth in the timeline on page 7).**

**3. Prepare to Look Your Best: Dressing for Success**

Before you go into an interview, remember that how you dress is important. Your attire should reflect your professionalism and contribute to your confidence level. You want to be remembered for the content of the interview, not for what you were wearing. In all respects, your attire should be crisp, clean, professional and "memorably unmemorable." It should fit well and be comfortable, so that you can concentrate on substance. **If you smoke, do not smoke in your interview suit.**

When choosing the appropriate dress for an interview, consider the setting of the specific employer. For example, if you are applying for a position at a law firm, you should opt for more conservative dress, as set forth below.

**WOMEN**

- Pant suits are more acceptable nationwide, but choose the most comfortable option for you. A suit with a skirt is more conservative, and some legal employers are more "traditional" places. Appropriate attire may vary by region. Discuss this with your Career Counselor if you are unsure.
- Skirts should not be tight and should be NO shorter than two inches above your knee. Your suit jacket and skirt should fit comfortably so that you can raise your arms above your head, sit, stand, move around—be comfortable and professional from all angles, seated and standing.
- Suits should be a dark, neutral color (black, navy, brown or tan); blouses are a good way to bring color into your outfit. Keep makeup understated; keep nails trimmed and if polished, the polish should be in a clear or pale shade.
- Like makeup, jewelry should be simple. Forego multiple earrings, rings or necklaces. Choose simple (studs, not dangling) earrings.
- Hair should be neat; if it is long, keep it controlled.
- Shoes should be appropriately professional, closed-toe pumps; stilettos, boots, mules, and sandals are not suggested.
- If you wear a skirt, wear sheer hose in the same color as your suit or in a neutral tone.
- You may carry a professional brief bag, or portfolio. Do not carry a backpack

- Forgo strong cologne or perfume for the day.

**MEN**

- Your suit should be a dark, neutral color, with or without a faint pinstripe.
- Your tie should be conservative; for example, silk in a simple stripe.
- Men should wear black, cordovan, or brown leather shoes, polished and with un-worn heels; wing tip and plain lace up shoes are best.
- Socks should be over-the-calf and should match your pants - no white gym socks.
- White shirts are your best bet, although you may choose other appropriately conservative colors.
- Your complete ensemble should be clean and pressed - especially your shirt.
- We recommend that your hair, beard, or mustache be appropriately short and neatly trimmed. Make sure your nails are clean and trimmed. If you wear an earring, stud or other jewelry, do not wear it during interviews.
- You may carry a briefcase or portfolio, but do not carry a backpack.
- Forego cologne for the day.

If you are applying for a position at a start-up, keep in mind that employees often dress casually, and it would be appropriate for you to opt for business casual.

**B. Screening Interviews**

Initially, an employer may call you in for an initial screening interview, either suggesting you meet at the firm or at a neutral, more casual location, such as a coffee shop.

- **What do I take to an interview?**
  (1) *Updated resume*. This should be printed on bond paper. Bring plenty of copies. There is no need to provide them in a folder or expensive portfolio.

  (2) *Writing sample*. You should use a sample from your previous employment, as set forth in more detail on page 20. Your writing sample can be printed on regular paper.

  (3) *Law School Transcripts (Official or Unofficial)*. You may use an official or unofficial (downloaded from ACES) version of your transcript. You may obtain a transcript via the University Registrar's website at www.registrar.duke.edu or via ACES under Academics/Transcript Requests. (Be sure to make several copies of your transcript to bring with you to each interview.) See the Appendices to this manual for a sample transcript.

  (4) *List of references.* Provide contact information for two to three people who can recommend you for employment based on their personal experience with you as a student or employee.

- **What should I do at the time of my interview?** Plan to arrive at the interview at least five minutes early, and be prepared to wait at least fifteen minutes before sending an email to confirm.

**C. Meeting the Employer**

The first few minutes of the interview are very important. Some interviewers talk about the "halo effect" of the first four minutes, which sets the tone of the interview and has a major impact on how the recruiter views the applicant. Upon initially meeting your interviewer, shake your interviewer's hand firmly, make good eye contact, and smile. It creates a strong impression to remember the interviewer's name and to say, as you shake hands, "It is nice to meet you, Ms. So-and-so." Do not use the interviewer's first name unless he or she instructs you to do so.

Wait until the interviewer indicates that you should sit down, and when you do, sit up attentively; slouching and sprawling are indicative of sloppiness. Place your hand on the arms of the chair or in your lap. Do not engage in nervous habits, including playing with your hands, your watch or jewelry. If you have a transcript or a writing sample, put them in a portfolio and bring them out when necessary. If you take a portfolio with you, set it on the floor next to your chair.

As a rule, you should not take notes during the interview. With only 20 or 30 minutes to make a positive impression, this time is better spent concentrating on the interviewer and his or her questions. However, **after your interview** (when you've left the room), take a few moments to make some notes about the interview, your reaction to it, what was said, and your impression of the interviewer(s) and the firm. These notes will help prepare you if you are invited for a second visit or to write a thank you note. Try to remember to ask for every interviewer's business card so that you will have the correct spelling of his or her name. For all interviews, you are wise to have some specific questions prepared. **(A list of suggested questions to ask employers, as well as those that you should expect to be asked of you, can be found in the Appendix N to this manual.)** Although not typical, some interviewers may choose not to ask any questions about you, preferring to spend the entire interview asking you what questions you have about the employer.

### D. Following Up After Screening Interviews

The following are frequently asked questions about the next steps after your screening interview:

**Do I need to write a thank you note after a screening interview?** While it is not necessary to write a thank you letter after a screening interview (as the employer will usually have made a decision about you before your letter arrives), sending a brief "thank you" email to your interviewer(s) never hurts, and may help you secure further interviews if you are "on the bubble." We do recommend that you write a thank you note after a callback interview **(A sample thank you letter is in the Appendix M to this manual)**.

**When will I hear from the employer?** While employer response times vary, if you have not heard from an employer of interest within two to three weeks, we encourage you to follow up on the status of your application. Follow up with the interviewer with whom you spoke, and also reach out to alumni at the firm (from Duke, your law school and/or even your undergraduate institution), or other contacts. Speak to your CPDC Career Counselor about how to conduct appropriate, professional outreach to reiterate your interest in an employer. If you would, in fact, accept the offer of a particular employer if it were extended to you, it is appropriate to express your (genuine and specific) enthusiasm to one employer. Again, seek CPDC assistance on the most strategy way to go about this.

**What happens if an interviewer behaves inappropriately during my interview?** While most interviewers strive to maintain a professional and sensitive attitude during interviews, occasionally a student may have a complaint about offensive or discriminatory behavior on the part of an interviewer.

***If you have a complaint about inappropriate behavior during a screening or call-back interview, please view our Anti-Discrimination Policy on CPDC website (http://www.law.duke.edu/career/students/policy) and come to CPDC to file a complaint.***

**What happens after the first round of interviews?** Public interest and government employers vary in the next phase of the interview process. Some of them will make hiring decisions after the first interview, others will conduct a second interview over the telephone, and still others will require that the student meet with them on-site for a "callback" interview. Please be mindful that you may be responsible for travel expenses when visiting a public interest or government employer for an interview. However, private sector employers typically invite students to visit the employer for a callback interview. Private sector employers will usually pay for your travel expenses.

### E. Callback Interviews

The callback interview is an opportunity for both you and the employer to further explore whether there is a mutual interest in an employment relationship. The callback interview ordinarily lasts three to five hours and often involves meeting with four or more interviewers. During a law firm callback interview, you will typically interview with a series of lawyers in the firm, partners as well as associates. The interview may also include a meal.

Since the employer has invited you for a callback interview, the interviewers will probably assume that you are able to do the work. Your evaluation by each interviewer will be primarily subjective – how you will fit into the employer's culture, your energy level, and your enthusiasm for the employer. The most important thing is for the people with whom you meet to like you as an individual.

The callback interview is a big expense for employers and should not be taken lightly. You should only accept a callback interview with employers in which you have a genuine interest. Do not accept a callback in a city so that you can visit friends or have a "free" trip home. Do not accept a callback interview with an employer just to see if you will get an offer if you are no longer interested in the employer.

Please see Duke University School of Law Policies 6-2 online (*http://www.law.duke.edu/about/community/rules/index*), for additional information on this topic.

**How do I respond to an employer who has contacted me for a callback interview?** During the process of interviewing, you should check your voicemail and email regularly. It is critical that you respond to employers within 24 hours of receiving a message. You are not expected to accept or reject a callback interview within 24 hours, but you must respond **immediately and professionally**. It is perfectly acceptable to call the employer, express your enthusiasm about the opportunity, and say that you will get back to them in a few days. Then be sure that you do follow up in a timely way as promised.

**F. Arranging the Callback Interview**

**When should I schedule my interviews? Am I allowed to miss class?** Missing class for interviews is discouraged. You should endeavor to schedule your callback interviews on one of the **first dates offered by the employer**, taking your classes and other commitments into account.

Under some circumstances, missing class for a callback interview may be unavoidable. If you must miss a class, speak with your professor first and ask his or her permission. You may wish to consult a CPDC counselor if you need assistance making a decision.

**How do I arrange for my travel and accommodations?** Some employers will make all the arrangements for you and send your tickets and itinerary to you. Others will ask you to make the travel and hotel arrangements yourself and they will reimburse you following your interview. If appropriate, ask the recruiting coordinator if the employer has a travel service or a preferred hotel with a student rate.

It is always wise to arrive in the city the day before a morning callback interview to account for potential flight delays. If you arrange for multiple interviews to the same city at the same time, the interviewing employers will share the expense of your trip. Typically, one employer will receive your receipts, reimburse you and bill the other.

**Is it acceptable to meet other employers for a screening interview while I am in a city on a callback interview?** Yes, it is fine to have a first round interview with another employer, including public interest and government employers, in the city as long as you inform the employer that is paying for your travel of your plans.

**1. Preparing for the Callback Interview**

The following are some tips to enhance your callback interviewing experience:

- Contact the recruiting coordinator ahead of time to find out the names of the attorneys with whom you will interview. Take a look at the attorneys' profiles on the employer's website and find out if you have something in common with your interviewers – this may help you to develop questions to ask or talking points to raise during the interview. It is common not to receive your interview schedule until 24 hours prior to your interview. Conduct research on the firm as a whole, and save the specific research on your interviewing attorneys for the last day. (After all, last-minute substitutes are inevitable in the hectic schedules of busy attorneys, and you should be gracious and flexible if a change in your schedule occurs.)

- Plan to arrive at the employer's office fifteen minutes early; you will inevitably run into transportation problems. If you are early, you can always wait in the reception area, review your notes, read the Wall Street Journal or National Law Journal to review the day's events. It can be interesting to observe clients, attorneys and staff interact in the reception area. Make sure you are unfailingly polite to everyone you meet, from the receptionist to the senior partner (and especially the receptionist and recruiting staff). Rudeness or discourtesy expressed to any employee (or for that matter, your fellow interviewees) will certainly be brought to the attention of the hiring committee. The interview begins the moment you step into the employer's building, if not before.

- Bring extra resumes, transcripts and writing samples to the interview in a portfolio. Do not produce them except on request, unless you have made changes to your resume. Do not carry a knapsack or book bag

- Be attentive to your surroundings. You can often break the ice by commenting positively or with interest on some decoration in the interviewer's office. Thank them for making the time to meet with you; if there is a specific reason you have been looking forward to meeting this person or visiting this organization, say it. It is your responsibility in an interview to **do the heavy lifting**. You must win over the interviewer and turn him or her into your ambassador—the person who will make your case to join the organization

- Research the employer thoroughly before you arrive. This is absolutely critical if you wish to distinguish yourself from the rest of the pack. A well-prepared interviewee who expresses real interest in working for the employer can increase his or her likelihood of receiving an offer. But resist the temptation to appear obsessive about the employer. Review your answers to the questions you are likely to be asked.

- Be sure to ask each interviewer for a business card before you leave his or her office.

- Be confident, yet humble.

**2. When the Callback Interview Includes a Meal**

The interview lunch or dinner is part of the interview. Avoid being too chummy, too casual, or otherwise developing a false sense of security with the attorneys hosting the lunch or dinner. Remember that the entire meal is part of the interview even if it feels more casual. These attorneys will also complete evaluation forms about your candidacy. Do not drink alcohol, even if encouraged by your hosts who are often first or second-year associates. Don't order the most elaborate or expensive thing on the menu, or try something you've never eaten before. The emphasis should be on the substance of the conversation—not showing off your knowledge of wine or exotic fare. Keep it light; that will allow you to focus on conversation; you should be doing most of the talking. It is fine to move beyond "talking shop;" the interviewers want to see if you'd fit in at a client event, a closing dinner, a partner's home—think of these events as your professional goal, not a casual outing.

**3. The End of the Callback Interview**

The end of the interview is usually spent with a member of the recruiting staff. Thank the person who shows you to the door for their hospitality and inquire when you may expect to hear from them. Immediately after the interview, jot down some notes about each of your interviews that day that will help jog your memory once you return home.

**4. After the Callback Interview**

- **Should I write a thank you letter after a callback interview; if so, to whom should I send it?** Yes, but unless you can write a very personalized note to each person with whom you met, you should write one letter to the person responsible for hiring. For law firms, write to the recruiting coordinator or hiring partner and ask him or her to pass along your appreciation to the attorneys who interviewed you. For start-ups, you can write to the founder(s) and for businesses, the human resources manager or general counsel. If there is a particular person with whom you really connected, you could write an individual note to that person as well. Remember, however, that one good letter is better than several not-so-good letters or letters that are generic. You can e-mail,

handwrite, or type your letter. It is critical that you proofread your thank you letters carefully as a misspelled word or grammatical error can influence the reader's opinion of you. One mistake in a thank you letter – in a profession characterized by its attention to detail – can cost you a job offer.

- **When will the employer notify me of their decision?** The answer to this question varies. Some employers will get back to you within one week. Others will take more than one month. It may depend on how the employer's hiring committee is organized. A telephone call to the employer inquiring about your status is appropriate two weeks after your callback interview, not before (unless an emergency arises). Repeated calls to the recruiting department can make a negative impression, reflecting desperation rather than enthusiasm. Speak to your CPDC counselor to develop an effective follow-up strategy.

**G. The Offer of Employment**

You should acknowledge an offer of employment within 24 hours of receiving it. In your initial response to the employer, be prepared to either accept the offer, decline the offer, or to tell the employer that you need more time to decide. Do not be intimidated into accepting an offer. You should only accept if you are fully prepared to work for that employer. If you are undecided, the best response is to thank the employer for their offer, express how pleased you are, let them know you need a little more time to think about it, and verify how long this offer will remain open (review the offer timing rules below). Do not be afraid to stand your ground here. No employer has ever revoked an offer because of a student's failure to accept on the spot. **(For sample acceptance and decline employment letters, see Appendices L and M to this manual.)**

**How do I decline an offer?**
You should decline an offer as soon as you know that you are not going to work for a particular employer. The employer might then offer the position to another candidate, hopefully to another Duke student, so the sooner you can let them know, the better. You should call the person who extended the offer or the recruiting coordinator to decline the offer and follow up in writing. Do not be worried about declining an offer. While they may be disappointed, recruiting coordinators are generally friendly and understanding when you decline an offer. Try not to burn any bridges or create hard feelings, as you may want to work for the employer at some point in the future. The legal profession is a surprisingly small world!

Upon completing your telephone call, you should write a professional letter to the employer to confirm your decision, and to express your gratitude for receiving the offer. You may want to let the employer know that you enjoyed your on-site visit and the opportunity to meet with several of the employer's lawyers. It may also be appropriate to express your difficulty in reaching the decision to decline the employer's offer. Remember that your letter may be placed in a permanent file, and you want to leave a good impression in case you should decide to apply for another position with the employer in the future.

**i. Reporting Your Offers to CPDC**

Students must report offers on Symplicity as they are received so that our information is always current. Real-time reporting also makes it easier for you to enter your data when it is fresh in your mind. As always, the data you provide will be kept confidential.

To report offers, log onto Symplicity and select "profile" then the "employment" tab. Click on the "add new" button at the bottom of the page and enter each offer received and accepted individually.

# Appendix A

## Career Exploration & Employer Research Resources

# Discovering Your Path & Building Knowledge to Support Your Stated Interested: Recommended Reading List

When asked what distinguishes their preferred candidates, employers inevitably often passion, interest and knowledge. Whether expressed about a type of law, a community, current legal developments or the firm itself, awareness of the important issues facing your future colleagues is a key networking and interviewing skill. Visit some or all of the websites below regularly to show employers that you can talk the talk!

**Legal Media**

Several well-respected websites provide summaries and articles about current legal events, from hiring practices and firm mergers to recent legal developments and well-publicized deals or cases, including: www.Law.com; www.AmericanLawyer.com; www.TheLawyer.com (UK-based).

**Newspapers**

You should read one or more newspapers daily, with an eye toward your intended field of practice. Consider www.LATimes.com, www.NYTimes.com, www.WSJ.com and/or a local paper in your chosen jurisdiction(s).

**Blogs**

*Wall Street Journal Blogs.* http://blogs.wsj.com

- The Law Blog covers a wide range of topics, including appellate decisions, high-profile cases and legal politics.
- The Wall Street Journal has many other blogs of interest to attorneys, including Corruption Currents (prosecution of money laundering, terrorism finance), Deal Journal (transactional work, including M&A), Developments (real estate), Private Equity Beat, Real Time China, Real Time Brussels (European Union news) Venture Capital Dispatch and Washington Wire (politics).

*Above the Law*. www.abovethelaw.com

- In addition to coverage of big law and law school gossip, this website contains blogs with advice for students and associates, divided into Big Law, Small Law Firm and In-House Counsel.
- The Career Center page links to firm profiles provided by LateralLink.

*Ms. JD*. www.ms-jd.org

- This website contains advice on law school, passing the bar exam, career advancement, professional development and work-life issues. Many of the posts are equally applicable to men and women.
- Frank Kimball's blog on the site contains advice on how to succeed in the workplace.

*Caroline Dowd Higgins at the Huffington Post*. www.HuffingtonPost.com

- Written by the Director of Career and Professional Development at Indiana University School of Law, this blog provides career advice applicable to lawyers and other professionals.

*My Shingle*. www.MyShingle.com

- This blog provides information for attorneys interested in solo practice and provides valuable insights if you plan to "hang a shingle" or apply to small law firms.

Many other blogs and websites are directed at a specific audience or a particular type of practice, including www.LeiterLawSchool.typepad.com, www.85Broads.com and www.law.umich.edu/connection/a2z. See the Career Manual or talk to your Career Counselor if you would like additional references.

# Researching Prospective Employers - Websites & Other Resources

## Helpful Websites

- NALP Directory
- Vault Career Insider (http://careerinsider.vault.com/wps/portal/careerinsider?parrefer=627)
- Chambers & Partners USA and Chambers Associate
- The Government Honors & Internship Handbook (user: "snicker" password: "doodle")
- The Public Policy Handbook (user: "world" password: "peace")
- PSLawNet.org
- Idealist.org
- Charity Navigator (www.charitynavigator.org) (Use the "Advanced Search" and "Keyword" functions for additional organizations to explore)
- Martindale-Hubbell (www.martindale.com)

## Employers < 50 Lawyers

- Researching smaller organizations often requires students to consider:
    - Speeches and Conferences (for both participation and sponsorship)
    - Articles and Texts (for both authors and contributors)
    - The "trades"
        - New York Times, Wall Street Journal (including WSJ Legal Blog), American Lawyer, Law.com, National Law Journal, Lawyers Weekly, Trial Lawyer, Business Journal, Local Newspapers and Local Legal Publications (e.g., Legal Times (DC), The Recorder (CA), Legal Intelligencer (PHL))
    - State/Local Bar Associations, including section chairs and members (e.g., The Association of the Bar of the City of New York (www.abcny.org))
    - Clients/Businesses who can "light the way"

# Guides Available on "Vault Career Insider"

Vault Guide to the Case Interview
Vault Guide to Resumes, Cover Letters, and Interviews
Vault Guide to Law Resumes
Vault Guide to Finance Interviews
View from the Top: Technology and New Media Gurus
Vault Guide to Management and Leadership Development Programs
View from the Top: Advice from Finance Professionals
View from the Top: Advice from Top Minority Executives
View from the Top: Q&A with Legal Women Leaders
View from the Top: Q & A with Law Firm Leaders
Vault Guide to Starting Your Own Business
Vault Guide to Conquering Corporate America for Women and Minorities
Vault Guide to Schmoozing
Vault Career Guide to Venture Capital, 4th Edition
Vault Guide to Tax Law Careers
Vault Guide to Corporate Law Careers
Vault Guide to Bankruptcy Law Careers
Vault Guide to Careers in Labor and Employment Law
Vault Career Guide to Private Equity
Vault Guide to Litigation Law Careers
Vault Career Guide to Investment Banking
Vault Career Guide to Consulting
Vault/INROADS Guide to Corporate Diversity Programs
Vault Guide to the Top Mid-Atlantic Law Firms
Vault Guide to the Top Northwest & Great Plains Law Firms
The Vault Guide to Engineering Diversity Programs
Vault Guide to Law Firm Pro Bono Programs
Vault Guide to the Top New York Law Firms
Vault/SEO Guide to Financial Services Diversity Programs
Vault Guide to the Top Northern California Law Firms
Vault Guide to the Top Southern California Law Firms
Vault Guide to the Top Washington, DC Law Firms
Vault Guide to the Top Financial Services Employers
Vault Guide to the Top Government and Non-Profit Legal Employers
Vault Guide to the Top Boston & Northeast Law Firms
Vault Guide to the Top Southeastern Law Firms
Vault Guide to the Top Texas & Southwest Law Firms
Vault Guide to the Top Chicago & Midwest Law Firms
Vault/MCCA Guide to Law Firm Diversity Programs
Vault Guide to the Top 100 Law Firms
View From The Top: Advice from Leaders in Law, UK Edition
Vault Guide to the Top Asia Pacific Employers
Vault Guide to the Top 50 UK Law Firms

# PLI Law Student Scholarship Application

***www.pli.edu*** ***Practising Law Institute***

PLI awards scholarships covering the full or partial tuition cost for attending its educational seminars. **Law students generally receive full scholarships** to most programs, except for a $25 application fee (below). Faculty usually receive 75% scholarships to most programs. Scholarships are also available to legal aid and government attorneys, judges, judicial clerks, and employees of nonprofit organizations.

1. Scholarships apply only to tuition for the seminar. (Individuals receiving scholarships are responsible for the other costs of attending a seminar – e.g., travel and accommodations, if necessary.)
2. A completed Scholarship Application generally must be received by PLI ***no later than four (4) weeks prior to the start of the seminar***. Scholarships will not be granted retroactively or at the time of the program.
3. Law students must complete the application below and attach a legible copy of their student ID for the current term (or similar proof of current enrollment). (Law **faculty** must forward a request for a scholarship, naming the particular program, on school letterhead.)
4. All scholarship applications must be accompanied by payment of a $25 application fee. You will not be charged this fee unless you are granted a scholarship.

Full scholarships are not available for telephone briefings or our patent bar review courses, and are restricted for a few other courses.

Please mail applications to: **Mark Dighton; PLI; 810 7th Ave.; NY, NY 10019** or fax to: **888-560-4852**
**Questions?** **Contact Mark Dighton, Director of Law School Relations, at (212)824-5841 or mdighton@pli.edu**

**NAME**: _____

**SCHOOL, YEAR OF GRADUATION**_____
☐Full-time ☐ Part-time / ☐JD Candidate ☐LLM Candidate (Bar ID #____)

**HOME ADDRESS** _____

_____

**PHONE**: _____ **E-MAIL**: _____

**FIRM AFFILIATION (if any)**_____

**SEMINAR TITLE**: _____

**DATES (or 'archive')**: _____ C**ITY (or 'web')**: _____

**$25 PROCESSING FEE**: ☐Check attached
☐Credit Card (circle one) Mastercard Visa AmEx Diner's Club
Number:_____ Expiration:_____

**FOR OFFICE USE ONLY**

**SEMINAR #:** _____ **PRICE CODE:** _____
**REP INITIAL:** _____

# Appendix B

Networking 101

## Networking 101: Six Steps to Connecting with Prospective Employers

1. **Have a Clear Goal**
   - Be able to articulate what you hope to learn from this particular individual in one or two sentences. Think about these things when attempting to connect:
     - Acquiring new information
     - Building new relationships
   - Use those goals as the basis of your initial contact, and focus of the interview itself.

2. **Perfect Your Focus**
   - Know who you are, what you want, and what you have to offer.
   - Practice explaining it with precision.

3. **Send An Introductory Note**
   - Brief, clear and easy-to-read.
   - Lays the foundation for a future call.
   - Your note/email should tell the person:
     - Who you are (including any "common ground")
     - Where you got their name
     - Knowledge or information you seek
   - The note should also:
     - Ask for 15 minutes of their time
     - Explain how best they can reach you, or when you will call
       - 3-7 days later
     - Express your thanks for their time

4. **Call & Discuss**
   - Use a landline whenever possible.
   - Make sure you are prepared to deal with additional issues like:
     - The person who answers the phone
     - Explaining your request
     - Leaving a message
     - What to say to someone who is busy or brusque
   - Prepare scenarios/talking points in advance.
   - Be concise, both introducing yourself and stating your request.

5. **Purposefully Execute**
   - Do your homework on the person & industry.
   - Keep the conversation focused on the interviewees' professional experiences and career field.
   - Be respectful of their time.
   - Ask "The Closer": "Is there anyone else with whom I should to be speaking?"

6. **Follow Up & Follow Through**
   - Send thank you notes.
   - Track and analyze.
   - Figure out how to stay in touch.

## Networking 101: The Keys to a Successful Informational Interview

- Networking contacts, particularly Duke Alumni, are generally happy to help, but you must be unfailingly prepared, professional and polite.
- You won't earn a networking contact for the future—or potential ambassador for a future job opportunity—if you don't impress from the very first encounter.
- Provide your resume and a brief "elevator pitch" email describing your background and interests—**who has referred you** and why you are reaching out to this individual—and be sure your email and resume are flawless—no grammatical or typographical errors.
- When conducting an Informational Interview, it is your responsibility to be prepared with questions.
- Research the attorney's background and ask questions appropriate to the attorney's level (associate, counsel, partner), demonstrating your preparation.
- Familiarize yourself with the attorney's practice area so that your questions about exploring the field (through coursework, PLI and other outside CLE research) are informed and intelligent.
- Follow up every informational interview with a prompt, professional thank-you note, indicating that you have taken the attorney's specific advice on learning more about the field.

### *SAMPLE INTERVIEW QUESTIONS OR QUERIES*

**General questions about the interviewee's practice area:**

- In what ways is this practice area evolving? Is the practice growing? Do you see it continuing to change in the years ahead?
- Are there certain parts of the country which offer the best opportunities in this practice?
- What do you find unique about your practice?
- What are the most rewarding aspects of a career in this practice area?
- What skills or characteristics do you feel contribute most to a lawyer's success in this practice area?
- What sacrifices have you had to make to succeed in this practice, and, do you feel the sacrifices were worth it?
- What kinds of opportunities for students lay a solid foundation for a career in this practice area?
- Are there current or expected trends in this practice area of which I ought to be aware as I begin to develop an intentional plan to launch my practice in this field upon graduation?
- Are there certain kinds of people that tend to experience the greatest success as lawyers in this area? What core qualities do they possess?
- What is the most important thing that someone planning to enter practice should know?

**Questions about the interviewee's position:**

- What precisely do you do? What are the duties/functions/responsibilities of your job?
- Is your day-to-day practice as you expected it would be when you first started?
- What kinds of problems do you deal with?
- What kinds of decisions do you make?
- Are there busy and slow times of the year, or is the work activity fairly constant?
- Is your work primarily individual or predominately in teams? If teams, how are they organized?
- Will you tell me about a recent project on which you have worked?
- What particular skills or talents are most essential to be effective in your job?
- How did you learn these skills?
- If you could change anything about your professional work, what would it be?
- What creates the most stress?

**Preparing for a career in this practice area:**

- What courses have proven to be the most valuable to you in your work?
- How did you prepare for this work?
- If you were entering this career today, would you change your preparation in any way?
- How can I network in this area—what professional organizations, bar association committees or other groups would enable me to meet more practitioners and position myself for a career in this practice area?
- What professional publications or resources do you turn to regularly in your field? Are there articles, blogs or other resources you think might be helpful in learning more about this area?

**About the interviewee's career path:**

- How did you get started?
- What jobs and experiences have led you to your present position?
- Which aspects of your background have been most helpful?
- What were the keys to your career advancement?
- If you could do things all over again, would you choose the same path for yourself? Why?

**About the culture of the interviewee's firm or organization:**

- Why did you decide to work for this firm/employer?
- What do you like most about working at this firm/employer?

- What does the firm/employer do to contribute to its employees' professional development?

- Are there people within or outside the organization that the firm/employer holds up as heroes?

- During your tenure at _____, in what ways has the firm/employer fostered innovation and creativity in this practice area?

**Seeking advice if you are a "career changer":**

- My former career is _____. How easy or difficult do you think it might be to make a transition from that career to a career in your practice area?

- The skills I use the most in my former career are _____. To what extent, and in what ways, do you believe those skills are transferable to work as a lawyer in this practice area?

**Seeking general advice and referrals from your interviewee:**

- What are the skills that are most important to your practice?

- What courses should I be taking to prepare for a career in this practice area?

- How can I assess whether or not I have the skills needed for a position such as yours?

- What is your best advice for a student seeking to enter this practice?

- What kinds of professional experiences, paid or unpaid, would you encourage for those pursuing a career in this practice area?

- Do you have any special word of warning for students like me as a result of your experience?

- What would be the best way to learn of job opportunities in this city?

- If you were conducting a job search today, how would you go about it? As I continue to learn more about _____ and prepare for a career in this area of law, might you be willing to speak with me further so that I might seek your insight and expertise on a few other matters?

# Networking 101: Introductory Letter Examples

An introductory letter or email to a networking contact should be relatively brief. In it, you will concisely introduce yourself, describe why you are contacting the person and ask politely for a few moments of the person's time. Your contact should understand from a glance what you are asking of him or her, as well as why you believe he or she can provide it. If writing a letter, use correct business letter formatting as shown in the Career Manual. If writing an email, maintain a formal style and be sure to include your contact information in the signature.

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Dear Mr. Jones,

I am an experienced professional and current student of Duke University School of Law's LL.M. Program in Law and Entrepreneurship with a developing interest in commercial real estate law. In reading the July 1, 2011 edition of the Triangle Business Journal, I noticed that your firm represents Triangle Developers Inc. in its plans to build a luxury condominium and retail complex in northern Durham County. I would be interested to learn more about this transaction, as well as your other experiences in the field. Would you be available to meet, in person or by telephone, to discuss your practice and any advice you might have on how to break into and succeed in commercial real estate? Thank you very much for your time and I hope to speak with you soon.

Best regards,

Sam Smith

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Dear Ms. Kim,

I am a student of Duke University School of Law's LL.M. Program in Law and Entrepreneurship and currently engaged in a practicum at Joystick Labs in the American Underground. My supervisor, John Austin, suggested that I contact you to learn more about the local entrepreneurial community, and specifically your experience with The Triangle Start-Up Factory. Would you be willing to speak with me by telephone for no more than 15 minutes at a mutually convenient time? Thank you very much for your time and I look forward to speaking with you.

Best regards,

Joe Jackson

---

Dear Mr. Rodriguez,

I am a student of Duke University's School of Law's LL.M. Program in Law and Entrepreneurship with several years of experience at a large firm in New York. With a strong desire to remain in the area upon graduation, I am hoping to learn more about your firm and, in particular, your work with numerous start-up tech clients. Would you be available to meet briefly for coffee, to discuss your practice and any advice you might have on how to break into the local legal market? Thank you very much for your time and I hope to speak with you soon.

Best regards,

Carrie Crawford

# Networking 101: YOUR CORE "ELEVATOR PITCH"

Imagine yourself at a networking reception in the lobby of a fancy hotel. While waiting in line for a shrimp cocktail, you spot a key decision-maker at your dream employer.

What would you do? You have 90 seconds to get her attention…

| Core Questions | Core Elements | Your Answers |
|---|---|---|
| **Who are you?** | Brief introduction including *relevant* autobiographical details which explain why you are approaching this person. Make sure to include one or two core attributes or achievements that would make you an attractive candidate for *this* position. | • _____<br>• _____<br>• _____<br>• _____<br>• _____<br>• _____ |
| **What do you want?** | What is your immediate goal in approaching this person? Why did you pick *this particular* employer, i.e. what is it about the work that they do, their mission and/or their style that makes them *uniquely attractive to you* as a candidate? | • _____<br>• _____<br>• _____<br>• _____<br>• _____ |
| **Why should she give it to you?** | What makes you stand out?<br>• Experiences had?<br>• Expertise developed?<br>• Qualities possessed?<br>• Passion and commitment?<br>• Indicators of success on the job (grades, externships, extra-curricular activities, mentorship of professors, external validators, etc.)?<br>Are you a good fit?<br>What value will you add? | • _____<br>• _____<br>• _____<br>• _____<br>• _____<br>• _____<br>• _____<br>• _____<br>• _____ |

# Appendix C

## Making Contacts I: Mine Your Existing Resources

## Making Contact I: Mine Your Existing Resources

*Where do you have existing professional good will?*

**Former Employers:**

College/Graduate School Faculty:

College/Graduate School Classmates:

References for your Law School Applications:

Duke Law School Classmates (JD & LLM):

Relatives (Lawyers):

Relatives (Clients of Lawyers):

Neighbors (Lawyers):

Neighbors (Clients of Lawyers):

Duke Law School Faculty:

Duke Law School Alumni (JD & LLM):

Other Duke University Acquaintances:

Clergy/Members of your Spiritual/Religious Community:

Contacts from Civic/Volunteer/Political Organizations:

Leaders of Organizations to Which You Contribute Time/Resources Regularly:

**Other Lawyer Acquaintances:**

Other Non-Lawyer Acquaintances:

# Appendix D

## Making Contacts II: Develop New Contacts in Your Field of Interest

## Making Contacts II: Develop New Contacts in Your Field of Interest

*Job Goal #1:*

Practice Area:_____ Location: _____

Leading Employers in this Field:

Top Professional Associations in this Field (Bar Associations, Affinity Groups, Networking Groups, Think Tanks etc.):

Top Resources, Blogs, Treatises, etc. Every Practitioner in this Field Must Have:

Most Recent Developments in this Field Every Practitioner Must Know About:

Duke Law School Faculty in Your Area of Interest:

Duke U Faculty in Your Area of Interest:

Duke Law/LLMLE Alumni in Your Area of Interest:

Duke U Alumni in Your Area of Interest:

College/Graduate School Classmates:

Your "Wish List" of the Practitioners in this Field (If you could Interview Anyone) and who in the Duke Law School Community might have a connection to them:

# Appendix E

Sample Resume

**HENRY S. JAMES**
henry.james@duke.edu

224 Brandywine Boulevard
Durham, NC 27707
(919) 765-4321

13 Main Street
Pittsburgh, PA 15213
(412) 492-2500

## EDUCATION

**Duke University School of Law**, Durham, NC
*LL.M.* in Law and Entrepreneurship expected, May 2013
*Activities:* Entrepreneurship Club
Real Estate Club

**University of Pittsburgh School of Law**, Pittsburgh, PA
*Juris Doctor, cum laude*, May 2011
*Honors:* Order of the Coif
*Activities:* Moot Court Board
Sports and Entertainment Law Society

**Washington and Jefferson College**, Washington, PA
Bachelor of Arts in Business Administration, May 2008
*Honors:* University Scholarship W&J Scholars Award

## EXPERIENCE

**Colliers International,** Raleigh, NC
*Legal and Business Practicum,* January 2013 – Present

- Draft, negotiate and revise leases, letters of intent and land purchase agreements.
- Perform market research to evaluate the feasibility of a major real estate development project.
- Assist in the development of business strategy and provide general legal advice.

**Edward Snyder & Associates,** Pittsburgh, PA
*Associate*, August 2011-August 2012

- Developed and implemented litigation, discovery, settlement and trial strategies.
- Performed research and drafted memorandum on complex legal issues to assist partners in ongoing litigation.
- Drafted pleadings, motions, and briefs for a wide variety of cases, including personal injury, medical malpractice, wrongful death and employment discrimination.
- Assisted clients in entity selection and formation of business strategy.

**Chambers of the Honorable Judge Nora Barry Fischer**, Pittsburgh, PA
*Legal Intern,* May – August 2011

- Performed legal research and drafted memoranda.
- Handled various procedural issues at different stages of proceedings.
- Drafted memoranda summarizing claims for Social Security benefits.
- Assisted in the drafting of an opinion in a Fourth Amendment case alleging excessive force by police officers.

## ADDITIONAL INFORMATION

- *Bar Admissions:* Pennsylvania State Bar (Admitted January 2012); scheduled to sit for North Carolina Bar Examination (July 2013)
- *Language Skills:* Proficient in Spanish and French.

# Appendix F

Sample Language for Resumes

## *Post-College Work*

**Legal Assistant/Paralegal or other Law Firm Administrative Assistant Positions**

**Baker Botts, L.L.P.,** Houston, TX
*Administrative Assistant,* May 2008 – July 2010

- Provided all aspects of administrative support to Senior Corporate Partner, Litigation Partner, Bankruptcy Of Counsel and Litigation Associate.
- Managed partners' billing procedures with accounting department and clients.
- Coordinated client and attorney meetings. Drafted and edited client and court correspondence. Collected, organized and filed legal documents.
- Received highest marks at annual reviews; performed drafting responsibilities, such as composing basic transactional documents and certificates, usually reserved for paralegals.

**Hughes Hubbard & Reed, LLP**, New York, NY
*Paralegal, Litigation Department,* June 2008 – May 2009

- Managed complex litigation case files, discovery materials, court filings, and attorney work product for white collar crime cases. Prepared resources for attorney use in depositions, including reviewing discovery materials for relevance, reviewing interrogatories and summarizing witness testimony.
- Developed proficiency with LiveNote, Summation, Concordance and other litigation-support applications.

**Fabian & Clendenin,** Salt Lake City, UT
*Litigation Legal Assistant,* May 2009 – June 2011

- Managed discovery in securities and product liability litigation for this highly regarded full-service regional law firm. Supervised legal assistants and document clerks.
- Created discovery organizational system resulting in increased efficiency and improved communication between attorneys and clients.
- Researched energy, land use and natural resource issues in direct response to client questions. Translated documents and facilitated filings in *pro bono* political asylum cases.

**Business Positions**

***Where* Magazine**, Miami, FL
*Acting Editor, Associate Editor, Intern,* February 2009 – May 2010

- Managed editorial department of a city travel magazine with a monthly circulation of 74,000 and offices worldwide.
- Interviewed, wrote, edited, assigned, researched, fact-checked, and formatted more than 200 articles on local events and trends. Oversaw dining, theater, museums, shopping, spas, wine country, and real estate sections.

**General Electric Consumer and Industrial Division**, Louisville, KY
*Co-Op Engineer,* January 2009 – December 2010

- Served as New Product Introduction team member for high-end gas cook-top and Product Cost Take Out Controls team member.
- Implemented software revision for laundry control resulting in annual manufacturing savings of $100,000. Designed and completed hardware revision for dishwasher display for annual savings of $200,000.
- Performed reliability analysis and testing for controls components. Constructed test procedure to simulate standard use over 10-year period.
- Analyzed reliability of gas cook-top products using statistical regression.

## Non-Profit Positions

**MoveOn Political Action Committee**, Milwaukee, WI
*Field Organizer,* September – November 2010

- Recruited, trained and supervised twenty-six volunteer ward leaders and nearly 100 additional volunteers to turn out over 1,300 identified infrequent voters on Election Day.
- Implemented national volunteer strategies exceeding both team and voter targets.

**Government Accountability Office**, Washington, DC
*Policy Analyst,* August 2009 – September 2010

- Worked closely with teammates to compile and distribute information and evaluation data for Congressional review of border inspections.
- Analyzed documents and interviewed agency officials regarding strategic training of Customs and Border Protection Officers. Proposed training modifications to improve identified weaknesses.
- Drafted majority of 250-page report "*Border Security: Despite Progress, Weaknesses in Traveler Inspections Exist at Our Nation's Ports of Entry*." issued August 2010.

## Teaching & AmeriCorps

**Oxford Academy,** Oxford, MS
*Student Advisor,* August 2008 – August 2009

- Developed and administered guidance program for over 100 students of this experimental charter school.
- Achieved 13% improvement in attendance rates over previous year.
- Translated for Spanish-speaking students and parents.

*Instructor,* June 2009 – January 2010

- Taught algebra and tutored at-risk students for state exit examinations.
- Achieved 15% increase in student pass rates over previous year.

**AmeriCorps Fellowship**, Chicago, IL
*Program Coordinator,* January 2009 – September 2010

- Developed and implemented new projects in Six Sigma, ESL and OSHA workforce education at the City Colleges of Chicago to promote community and economic development in industrial neighborhoods.
- Taught on-site safety training to immigrant Hispanic factory workers.

## SUMMER WORKING IN PUBLIC INTEREST OR GOVERNMENT

**Mississippi Center for Justice,** Jackson, MS
*Intern*, May – July 2012

- Assisted with formation of education project geared toward creating a more holistic disciplinary process in the Jackson Public Schools (JPS). Since implementation of the program, expulsion rates have decreased by 17%.
- Collaborated with local and national organizations to provide legal representation for all JPS students facing long-term suspensions and expulsions.
- Established a training manual and program for volunteer advocates for students facing suspensions and expulsions.

**The Hon. Patrick Leahy (D-VT), Chair, Senate Judiciary Committee,** Washington, DC
*Intern*, May – August 2012

- Conducted research on proposed legislation regarding a wide variety of topics to inform Senator Leahy's voting positions. Drafted statements for Senate floor and committee hearings, including analyses of agricultural subsidies and childhood nutrition.
- Prepared memoranda summarizing the backgrounds and records of judicial and executive nominees. Briefed the Senator on major Supreme Court and circuit court decisions.

**California Appellate Project**, San Francisco, CA
*Legal Intern*, July – August 2012

- Participated in all aspects of death penalty litigation with this non-profit organization representing condemned inmates on San Quentin's death row, including direct appeals and state and federal habeas petitions.
- Reviewed the *voir dire* of a capital trial and drafted claims based on ineffective assistance of counsel as part of a state *habeas* petition.

**ACLU National Prison Project**, Washington, DC
*Intern*, May – August 2012

- Assisted in civil rights litigation aimed at improving prison and jail conditions for federal, state and local inmates and detainees.
- Conducted legal and policy research for government affairs representatives. Wrote memoranda comparing and evaluating California and Arizona prison reform proposals. Drafted briefs and letters and summarized trial transcripts and depositions for use in appeals. Assisted with discovery, trial preparation and trial.

**United Nations Children's Fund (UNICEF)**, Quito, Ecuador
*Social Policy Area Intern*, June – August 2012

- Participated in the organization and review of a compendium of the legal norms and rights of children and adolescents in Peru.
- Aided in the planning and coordination of a workshop with the Shipibo of the Amazon to increase the participation of adolescents in the political process and facilitate their input in policy documents. After attending the workshop, 87% of youth indicated their intent to vote in the next municipal election, up from 32% prior to the workshop.

## SUMMER WORKING IN JUDICIAL CHAMBERS

**The Honorable Andrew J. Peck, U.S. District Court, S.D.N.Y.,** New York, New York
*Judicial Intern,* May – August 2012

- Conducted extensive legal research on a variety of substantive and procedural issues and prepared memoranda to brief the Judge on matters before the Court. Portions of several memos were incorporated by Judge Peck into opinions. Drafted *habeas corpus* petition opinion.
- Performed deputy duties. Observed and documented for the Judge's records settlement conferences, plea hearings, detention hearings, and various other court proceedings.

## SUMMER AT LAW FIRMS, DOMESTIC AND INTERNATIONAL

**Lenz and Staehelin**, Geneva, Switzerland
*Summer Associate,* May – July 2012

- Worked in the Litigation and Arbitration, Banking and Finance, and Corporate and M&A groups of Switzerland's largest law firm.
- Researched and wrote memoranda advising international clients on U.S. and European banking rules, securities regulations, and other legal issues. Drafted witness statements and internal memoranda for $500 million intellectual property dispute. Translated briefs and other materials for external use.
- Documented legal discussions between firms and due diligence interviews related to upcoming cross-border acquisition.

**Nishimura & Asahi,** Tokyo, Japan
*Summer Associate to Outside Counsel, Development Bank of Japan,* May – June 2012

- Revised stock purchase and lending agreements for Bank's Growth and Cross-Border Investment Groups. Wrote letter to opposing counsel disputing due diligence requests.
- Conducted legal research in both Japanese and English; summarized securities regulations in pertinent foreign jurisdictions for client best practices update.
- Drafted nondisclosure agreement provisions. Interpreted English-language contracts for Japanese attorneys.

**Holland & Knight LLP**, Miami, FL
*Summer Associate,* May – August 2012

- Assisted with researching and drafting briefs on energy litigation matter filed with the United States Courts of Appeals for the Eleventh and Ninth Circuits.
- Researched and wrote memoranda of law for the Sustainable Development team, including an analysis of the National Environment Policy Act (NEPA) and the related Florida counterpart and the applicability of this legislation and the results of an Environmental Impact Statement to a major golf course development project.

**Damon Morey, LLP**, Buffalo, NY
*Summer Associate,* June – August 2011

- Worked primarily in the Corporate and Commercial Finance departments of this leading Buffalo law firm with over eighty attorneys.

- Drafted letters of credit, SBA loan applications, and collateral documents for commercial lenders. Researched New York and California deviations from the Uniform Commercial Code. Participated in renegotiation and restructuring of intercreditor agreement.
- Assisted *pro bono* client with HUD grant application related to the development of a sustainable housing project

## SUMMER AS RESEARCH ASSISTANT

**Professor Neil Siegel, Duke University School of Law**, Durham, NC
*Research Assistant*, May - August 2012

- Investigated and briefed tax evasion, bankruptcy fraud, and money laundering issues relating to a complex criminal appeal.
- Performed original research on the political history of U.S. racial civil rights legislation and policy for forthcoming book on the contemporary landscape of civil rights law.

**Professor Sara Sun Beale, Duke Law School**, Durham, NC
*Research Assistant*, June - August 2012

- Drafted sections of the supplement to a Federal Criminal Law casebook, including text on new sentencing guidelines.
- Conducted research for scholarly articles on prosecutorial discretion and prosecution of juveniles as adults.

## *Practicum*

**Bandwidth.com, Inc.,** Cary, NC
*Intern,* December 2012 – May 2013

- Worked with General Counsel to address the various legal needs of a growing telecommunications company, including FCC compliance, intellectual property protection, and commercial contracting.
- Assisted the management team with an internal reorganization and the creation of a wholly owned subsidiary, in order to better align company assets.
- Researched and analyzed copyright and defamation laws in order to limit liability exposure from marketing and social networking initiatives.
- Drafted and reviewed agreements and external communications, including equity contracts, demand letters, and regulatory filings.

**Sports Endeavors, Inc.**, Hillsborough, NC
*Practicum Fellow,* January to May 2013

- Collaborated with global Director of Hispanic Marketing to undertake strategic sector analysis; engaged partners and customers in the Spanish-speaking community through media promotion and event management.
- Provided recommendations to CFO and global Directors of Strategic Alliances and Business Development to enhance negotiation efficiency, including formulating standard licensing and partner arrangements and risk mitigation tactics.

**Xinray Systems, Inc.**, Research Triangle Park, North Carolina
*Legal and Business Practicum*, December 2012 to Present

- Advised founder, directors and CFO on legal and business issues in connection with potential international investments.
- Assisted with strategic business analysis and the creation of presentation to potential seed and venture capitalists.
- Designed and implemented protections for XinRay's patent portfolio vis-à-vis employees and third parties; advised on employment offers, restrictive contractual covenants, prospective assignment of intellectual property and severance agreements.
- Analyzed and presented potential equity incentive structures for executive management team.

## *Start-Up*

**Financial Insights, Inc.**, Durham, NC
*Co-founder,* September 2012 – Present
Financial Insights is a capital market for companies in emerging economies to connect with investors from around the world. The Financial Insights platform includes a self-clearing exchange with web and mobile connectivity. The exchange is a unified auction market and accommodates the unique needs of small issuers and investors concerned about low liquidity. My responsibilities include handling regulatory and corporate legal matters and designing a fair, efficient and scalable market structure.

# Appendix G

## List of Action Verbs Commonly Used To Describe Professional Experience

## ACTION VERBS

accomplished
achieved
acquired
addressed
adjusted
administered
advised
allocated
analyzed
answered
appeared
applied
appointed
appraised
approved
arbitrated
arranged
assessed
assigned
assured
attained
audited
awarded
bought
briefed
brought
budgeted
canceled
catalogued
caused
changed
chaired
classified
closed
collected
combined
commented
communicated
compared
completed
computed
conceived
concluded
investigated
involved
issued
condensed
conducted
conceptualized
considered
constructed
consulted
continued
contracted
contributed
controlled
converted
coordinated
corrected
counseled
counted
created
credited
critiqued
dealt
decided
defined
delegated
delivered
demonstrated
described
designed
determined
developed
devised
diagnosed
directed
discussed
distributed
documented
drafted
earned
edited
elected
eliminated
endorsed
enlarged
enlisted
ensured
proposed
provided
published
entered
established
estimated
evaluated
examined
expanded
expedited
experienced
experimented
explained
explored
expressed
extended
filed
filled
financed
focused
forecasted
formulated
found
gathered
graded
granted
guided
handled
headed
helped
identified
implemented
improved
incorporated
indexed
initiated
influenced
inspected
installed
instituted
instructed
insured
interpreted
interviewed
introduced
invented
tested
toured
traced

joined
kept
launched
learned
leased
led
licensed
listed
logged
maintained
managed
matched
measured
mediated
met
modified
monitored
moved
named
negotiated
observed
offered
opened
operated
ordered
organized
oversaw
participated
perceived
performed
persuaded
planned
prepared
presented
presided
processed
procured
produced
programmed
prohibited
projected
promoted
proofread
purchased
pursued
qualified
ranked
rated
received
recommended
reconciled
recorded
recruited
reduced
regulated
related
replaced
replied
reported
represented
researched
responded
revamped
reviewed
revised
scheduled
selected
served
serviced
set
solved
sought
specified
spoke
started
studied
strengthened
submitted
substituted
suggested
summarized
supervised
surveyed
tackled
targeted
taught
trained
transferred
translated
transported
traveled
treated
turned
uncovered
updated
used
utilized
visited
worked
wrote

**Verbs to use when describing legal positions**

assisted
wrote
proposed
defended
performed
followed up
researched
prepared
drafted
determined
investigated
contacted
attended
analyzed
negotiated
summarized
counseled
interviewed
observed
operated
conducted
advised
processed

# Appendix H

## Effective Cover Letters:
## A Suggested Framework & Samples

**Crafting Effective Cover Letters: Get Ready to Write**

| | **KEY CONNECTIONS/FIT** |
|---|---|
| **HIRING CONTACT:** | |
| **CONNECTION (ALUM, FRIEND, FORMER CO-WORKER):** | |
| **SETTING:** | |
| **PRACTICE AREA:** | |
| **WHY THIS ORGANIZATION?** | |

| | EXAMPLE #1 | EXAMPLE #2 | EXAMPLE #3 |
|---|---|---|---|
| HEADLINE #1 | | | |
| HEADLINE #2 | | | |
| HEADLINE #3 | | | |
| NEXT STEP: | VISITING CITY?<br><br>DATE TO FOLLOW UP? | | |

- ❒ Does your letter pass the "target" test, or does it sound like Spam?
- ❒ Does Paragraph 1 grab the reader's attention? Does it introduce your headlines/thesis?
- ❒ Do Paragraph #2 and #3 powerfully describe what YOU can do for THE EMPLOYER?
- ❒ Do you make it easy for the employer to consider you and identify next steps?
- ❒ Read, read and re-read: Is your letter typo-free and grammatically perfect?

*Sample Cover Letter Format*
*Private Employer (Indented)*

Do NOT include your name in the header.

Your address
City, State Zip

Your address and the date should be aligned just slightly to the right of the center. (7 half-inch tabs)

There should be two hard spaces between your address and the date.

Date

There should be four hard spaces between the date and the employer's address.

Attorney's Name, Esq. or The Honorable Judge's Complete Name
Name of Organization
Street Address
City, State Zip

Note that there are two spaces between state and zip code.

The **text of the letter** should be single-spaced. A double space should separate the paragraphs.

Dear Mr., Ms., Judge, etc.:

Never use "To Whom it May Concern." Be sure to use a COLON, not a comma!

In this style paragraphs are indented one half-inch tab.

Begin your letter by introducing yourself, but keep it brief and to the point. Specifically, tell the reader (1) why you are writing, and (2) what position you are seeking. If you have the name of someone who is known to both you and the reader, or know a particular fact about the reader, you should use it here--e.g., "Mr. Ronald McDonald suggested that I write...," or "I heard your presentation at the Law School..." The last sentence of this paragraph should be a "thesis," in the sense that it sets out the 2-4 qualifications that you will discuss in the body of your letter.

This paragraph, and the rest of your "body" paragraphs, should flow nicely from paragraph to paragraph, fully elaborating on your thesis sentence. You should have at least one paragraph that discusses why you are specifically interested in this employer.

The middle paragraphs should serve as a general summary of your educational background and/or work experience, organized in a manner that logically follows your "thesis" sentence. Back up this sentence with some concrete examples, but take care to integrate these examples – your paragraph should not come across as simply a listing of accomplishments.

The main purpose of the closing paragraph is to ask for an interview. You may indicate that you will be contacting the reader to discuss employment opportunities or an interview. Use this paragraph to inform the reader that you will be in town during a specific period of time, during which you are available for an interview.

Sincerely,

The closing is positioned two lines below the last line of the body and should be aligned with the date.

Use "Sincerely" or "Very truly yours" followed by a comma, four hard returns and your signature line.

Your typed name

Enclosure

Simply state "Enclosure" or "Enclosures," if more than one, two hard lines below the signature line, flush with the left margin to signify the inclusion or your resume and/or reference sheet.

*Sample Cover Letter – Private Sector (Block Style)*

300 Erlwood Way, Apartment 208
Durham, NC 27704

June 1, 2013

Ms. Joy L. Bryan
Manager of Attorney Development and Legal Recruitment
Cadwalader, Wickersham & Taft LLP
227 West Trade Street
Charlotte, NC 28202

Dear Ms. Bryan:

As an experienced professional and a recent graduate of Duke University School of Law's LL.M. Program in Law and Entrepreneurship, I would like to submit my resume for consideration for the Capital Markets Associate position with Cadwalader, Wickersham & Taft LLP in Charlotte. In addition to Cadwalader's outstanding history and mission, I am particularly attracted to the possibility of working with the highly successful and esteemed professionals that make up Cadwalader's Charlotte presence.

My extensive substantive experience positions me to add substantial value to Cadwalader's dynamic, results-focused environment. As Vice President & Assistant General Counsel with JPMorgan Asset Management in London, I received excellent legal and business training while contributing to the development of leading edge, highly complex investment products in a collaborative, fast-paced and challenging environment. Furthermore, my postgraduate program at Duke has exposed me to the practical application of advanced business strategy concepts, complex venture capital and private equity structuring strategies and mergers and acquisitions principles. It would give me great satisfaction to leverage this experience to create value for Cadwalader and its clients.

I would appreciate very much the opportunity to introduce myself to you personally and discuss the possibility of employment with Cadwalader. I have enclosed a resume for your review. If I can provide you with additional materials, please do not hesitate to contact me.

Thank you in advance for your consideration, and I look forward to hearing from you.

Very truly yours,

Joshua Janes

Enclosure

*Sample Cover Letter –Informational Meeting Letter (Block Style)*

Your address
City, State Zip

Date

Attorney's Name, Esq.
Name of Organization
Street Address
City, State Zip

Dear Mr., Ms., Founder, etc.:

Begin your letter by introducing yourself, but keep it brief and to the point. Specifically, tell the reader (1) why you are writing, and (2) that you are interested in an informational — rather than formal — interview. If you have the name of someone who is known to both you and the reader, or if you are aware of a particular fact about the recipient, you should use it here. The last sentence of the paragraph should be your "thesis sentence." For example, this first paragraph might begin something like this: **"I am a student in the Duke University School of Law, LLM in Law and Entrepreneurship, and the Director of my program, Kip Frey, suggested I contact you to learn more about your involvement with Groundwork Labs. As you can see from my enclosed resume, my long-standing interest in the entrepreneurial market predates my law school experience and includes three years in programming at Automated Insights, Inc. I would welcome the opportunity to speak with you briefly to learn more about opportunities for attorneys in this exciting field."**

The middle paragraph(s) should serve as a general summary of your educational background and/or work experience, organized in a manner that logically follows your "thesis" sentence. "**Having worked in a technology start-up, I began this program with a clear goal of ultimately founding my own start-up and establishing a reputation within the local community."** Back up this sentence with some concrete examples, but take care to integrate these examples – your paragraph should not come across as simply a listing of accomplishments.

Your closing paragraph goes here. The main purpose of this paragraph is to ask for "AIR" — Advice, Information, and a Referral if possible. Reiterate the fact that while you are not in fact looking for a job interview from the recipient, you *are* looking for general information. You might also use this paragraph to inform the reader that you will be in town during a specific period of time, during which you are available for a meeting or something as simple as a cup of coffee.

Sincerely,

Your typed name

cc: Jane Doe

Enclosure

# Appendix I

## Sample Reference Sheet

*Sample Reference Sheet*

**ISABELLE J. ARCHER**
123 Jordan Avenue
Durham, NC  27705
(919) 124-6236
isabelle.archer@duke.edu

# REFERENCES

**Professor Kip Frey, *Entrepreneurship and the Law***
Duke University School of Law
Corner of Science Drive and Towerview Road
Durham, NC 27708
james@law.duke.edu
919-555-1212

Be sure to include an email address for your references!

**Robert Taylor, Esq.**
Stat Sheet, Inc.
212 North Mangum Street
Durham, NC  27702
Robert.Taylor@statsheet.com
919-123-9876

**Ralph Touchett, Esq.**
O'Farrell & Ashley, LLP
101 Park Avenue
New York, NY 10170
TouchettR@OFarrell.com
212-234-1234

# Appendix J

Sample Transcript

**Thomas M. Cogdill**
3611 University Drive, 26-A
Durham, NC 27707
(919) 345-6789
thomas.cogdill@duke.edu

**UNOFFICIAL TRANSCRIPT**
**DUKE UNIVERSITY SCHOOL OF LAW**

**2012 Fall Term**

| Course Title | Professor | Official Grade | Credits |
|---|---|---|---|
| Entrepreneurship and the Law | Frey K | 3.5 | 2.00 |
| Advising the Entrepreneurial Client | Buell E | 3.2 | 3.00 |
| Business Strategy for Lawyers | de Figueiredo J | 3.2 | 3.00 |
| Analytical Methods | de Figueiredo J | 3.3 | 2.00 |
| Financial Information | Skender C | 3.1 | 3.00 |

**2013 Spring Term**

| Course Title | Professor | Official Grade | Credits |
|---|---|---|---|
| Equity Valuation and Advanced Financial Statement Analysis | Brown B | 3.7 | 4.50 |
| Corporate Restructuring | Smith D | 3.5 | 4.50 |
| Mergers & Acquisitions | Hynes T | 3.1 | 4.50 |
| LLMLE Practicum | Frey K | *Credit Only* | 5.00 |

Total Credits: 31.50
Cumulative GPA: 3.34

# Appendix K

Sample Thank You Letter

Form Thank You Letter

Your address
City, State  Zip

Date

Attorney's Name, Esq.
Name of Organization
Street Address
City, State  Zip

Dear Mr., Ms., etc.:

Remind the interviewer of the position for which you interviewed, as well as the date and the place of the interview. It is always courteous to express your appreciation. If you elect to write one letter to your host—the partner/attorney in charge of hiring, the most senior partner/attorney on your schedule, the general counsel, or the recruiting department representative/human resources manager—mention the names of the other interviewers with whom you met. In addition to noting how much you enjoyed meeting his/her colleagues, you might also wish to mention a topic of particular interest from one of the meetings. Finally, ask the interviewer to express your thanks to them.

Express with enthusiasm your strong interest in being considered for a position. Mention anything about the firm that genuinely interested you, especially anything you learned from this interviewer in particular. Explain why you would be an asset to the firm/corporation. Be specific.

Suggest that if you can provide him/her with any additional information, he/she should not hesitate to contact you. Reiterate your interest in the position and thank the employer again for their consideration.

Sincerely,

Your typed name

# Appendix L

Sample Acceptance Letter

Sample Acceptance of Employment Letter

1212 Snowcrest Trail
Durham, NC 27707

January 23, 2012

Roger Davis, Esq.
Slater & Slater LLP
155 Flowers Street
Los Angeles, CA 90067

Dear Mr. Davis:

Thank you very much for your letter of January 15, 2012, in which your firm extended me an offer for an associate position beginning in August 2012. I am very excited about the opportunity to work for Slater & Slater and am pleased to accept your offer under the terms set forth in your letter.

As we have discussed, I am eager to begin work as soon as I complete the bar exam. I will contact Amory Evans in your recruiting office to arrange for a start date.

Please do not hesitate to contact me at (primary phone number) or name@law.duke.edu should you require any additional information.

Thanks again for this opportunity.

Very truly yours,

Priti Srikanti

# Appendix M

## Sample Letter Declining An Offer Received

Sample Offer Declination Letter

1212 Snowcrest Trail
Durham, NC 27707

January 23, 2012

Mr. Jerry Jones
Recruiting Coordinator
Heath & Graham, P.C.
1355 Seventh Avenue
Dallas, TX 75226

Dear Mr. Jones:

Thank you for your offer of employment with Heath & Graham. I truly appreciate the opportunity, and I thoroughly enjoyed meeting with the attorneys at the firm. While the decision was a difficult one, I have decided to accept an offer with X. [Or "After much deliberation, I have decided to decline Heath & Graham's generous offer."]

I look forward to working with you in the future. Thank you again for your time and consideration.

Yours truly,

Robert K. Jordan

# Appendix N

## Sample Interview Questions

## What Interviewers Ask During An Interview

What do employers, particularly legal employers, look for in their potential new employees? As you prepare for interviews, focus on these highly prized five attributes of a new attorney:

- Analytic ability
- An "ownership mentality" about your life and work
- A communication style appropriate to the setting
- Well-articulated interest in that particular employer
- Commitment to the community or city of the employer

Your objective is to answer the questions presented to during an interview as well as make conversation. Below are some commonly asked questions:

- Let's discuss a complex situation that you analyzed.
- Is there a project that you accomplished without complete information? What did you do?
- Have you ever picked up work or tasks that "were not your job," but you saw that they needed to be done?
- What makes our organization compelling to you? Provide a specific example.
- How long do you plan to live on our city?
- How do you like Duke?
- Why did you come to the LLMLE program?
- What do you see yourself doing five years from now?
- What do you consider your greatest strengths and weaknesses?
- What is your most notable accomplishment?
- What unique experiences or qualifications separate you from other candidates?
- Tell me about yourself. Tell me something that is not on your resume.
- Describe your most rewarding experience during the LLMLE program.
- In what school activities have you participated? Why? Which did you enjoy the most?
- How are you doing in your present job search? Where else are you interviewing?
- Did you receive an offer from the employer you worked for last summer? Why or why not?
- What do you think of your last employer?
- What do you know about our organization?
- Do you have a geographical preference? Why?
- Why are you interviewing in this city?
- What can I tell you about our organization?
- What have you learned from your practicum?
- What is *the* question I should ask you, the answer to which would make me hire you on the spot?

**Thoughtful Questions *You* Can Ask During an Interview**

Almost every interviewer will ask you if "you have any questions." It is imperative to be able to ask a few–even if you are not actually seeking new information. Questions are a perceived of a sign of interest in the employer, while also providing the opportunity to let the interviewer speak. Good questions also indicate that you've "done your homework"—while generic questions, or those you should be able to answer yourself from your own research on the organization, show lack of preparation.

You have been passed the "interview baton." Your goal is to engage the interviewer in a lively, back-and-forth conversation, and actually learn something new about the firm—while at all times remaining "in bounds"—confining your questions to appropriate, non-controversial topics. If you ask a generic question about the assignment system or the training program, it will put the interviewer on Autopilot, serving up rote and repetitive answers that don't provide much opportunity for engagement. This is the wind-up to your interview, and it should be pleasant and memorable—the interviewer will complete his or her evaluation of your meeting immediately thereafter. Make the most of it.

Ideally, the interviewee will generate specific questions based on independent research about each employer and/or interviewer. You should use these examples merely as a springboard to more thought-provoking and interesting follow-up questions. Although some may be tailored for a law firm interview, these questions are readily modified for any employer. Keep the following objectives in mind:

- Demonstrate that you expect to work at this employer for a significant period.
- Demonstrate your focus, and flexibility, in choosing the practice area in which you will work if you choose to work for a law firm.
- Show that you are confident in your work product, that you are willing to accept constructive criticism in the form of formal reviews, and that you enjoy learning.
- Show interest in the culture of the employer. (Many students choose to probe more deeply in this area after an offer has been extended.)
- That you are interested in the interviewer as a person.

**Some questions to ask:**

- **To partners:** What type of deals/cases/matters are on your desk right now? How might a first year/third year associate contribute to that type of matter?
- **To associates:** What type of deals/cases/matters are on your desk right now? How might a summer/junior associate support you on those matters? What type of work did you do as a first year/third year? To whom did you report – senior associates? Partners? Junior associates?
- How did you come to choose your practice area? How has the practice area changed/how will it change in the future? What qualities do you think make an associate successful in this practice area?
- Does the firm prefer to have junior associates work and train intensely with a small number of attorneys, or work broadly with a variety of attorneys?

- Do the attorneys in your practice area have an opportunity to work with lawyers in other practice areas/offices of the firm?
- (If the web bio indicates that the lawyer came from another firm/organization:) How would you compare the culture here with your previous organization/firm?
- Are there particular practice areas at the firm that are in a real growth mode?
- What does he or she enjoy most about working at the employer?
- And when you truly have no other questions to ask, don't be afraid to say "I really don't have any further questions at this time. Thanks for taking the time to meet with me. Is there anything on my resume that we haven't had the chance to cover?" In this way, you are allowing the interviewer to take back "the baton" and wrap up the interview gracefully.

**Some questions to avoid:**

- **Avoid questions that are answered on an employers' web site.** These questions show an absence of initiative and limited candidate interest. Use information on the website as a launching pad to other questions to demonstrate a thoughtful approach to synthesizing information. Ask **more** than "Tell me about your formal training program…the assignment process.
- **How much vacation time do associates/employees receive?**
- **Questions or negative comments about a prior employer, another employer with whom you interviewed or the current one.**
- **Making reference to a comment you read on a blog or list-serve about the firm or organization, including issues about offer decisions, economic difficulties or any other awkward topics.**