# CAREER PLANNING MANUAL TABLE OF CONTENTS

## THE DUKE LAW SCHOOL CAREER PLANNING MANUAL

A. Career & Professional Development Center Resources ........................................1
B. Career & Professional Development Center Office Hours and Staff .................2
C. Communication Requests from CPDC ..............................................................2

## I. CAREER PLANNING

A. Class 2017 Career Planning Calendar ............................................................3-4
B. Determine Your Path .......................................................................................4
C. Investigate Your Options – “What Can I Do With a Law Degree?” .............5
D. Investigate Summer Job Opportunities .........................................................5-6
   1. Law Firms or In-House Counsel ...............................................................7
   2. Public Interest Organizations & Government Agencies .........................7
   3. Judicial Internships/Externships .............................................................8
   4. Research Assistantships for Professors ...................................................8
   5. Working Abroad .......................................................................................8
   6. Alternative Employers ...........................................................................8-9
E. How to Identify and Contact Potential Employers ....................................8
   1. Directly Contacting Employers ................................................................8
   2. On-Campus Interviewing (OCI) ...............................................................9-10
   3. Job Postings on Symplicity ...................................................................10
F. Using RSS Feeds in Your Job Search .........................................................10-11
G. CPDC Communications ..............................................................................11
   1. Facebook, Twitter, and Voicemail .........................................................12
   2. Blogs ....................................................................................................12

## II. NETWORKING

A. Preparing Yourself and Your Image .............................................................13-14
B. How to Begin: Step One – Finding Contacts .............................................14
C. Step Two – Rules for Outreach ..................................................................14
   1. Ask for Information, Not a Job .............................................................14
   2. It’s Not About You .............................................................................14-15
   3. Follow Up and Follow Through ...........................................................15
   4. Keep Track ..........................................................................................15
D. How to Prepare for a Social Networking Event ......................................15-17
E. Perfect Strangers .......................................................................................17

## III. RESUMES, COVER LETTERS AND OTHER CORRESPONDENCE

A. Drafting Your Resume ..................................................................................18
   1. Your Name ..........................................................................................19
   2. Your Address .......................................................................................19
   3. Education ............................................................................................19-20
   4. Honors and Activities .........................................................................20
   5. Experience ..........................................................................................20-21
   6. Additional Information .......................................................................21-22
   7. A Few Final Tips ...............................................................................22
   8. Printing Your Resume .........................................................................22
B. Cover Letters ...............................................................................................23
   1. The Format ..........................................................................................23
   2. Text of the Letter ...............................................................................23
   3. Choosing the Recipient of Your Letter ...............................................24
   4. First Paragraph - The Introduction ....................................................24
V. APPENDICES

A. Career Exploration & Employer Research Resources ................................................. 44
B. Networking 101 ........................................................................................................... 50
C. Making Contacts I: Mine Your Existing Resources .................................................. 62
D. Making Contacts II: Developing New Contacts in Your Field of Interest .................. 64
E. Sample Resumes ....................................................................................................... 66
F. Sample Language for Resumes .................................................................................. 71
G. List of Action Verbs Commonly Used to Describe Professional Experience .............. 82
H. Cover Letters: A Suggested Framework & Samples .................................................. 85
I. Sample Reference List .............................................................................................. 95
J. Sample Transcript ..................................................................................................... 97
K. Sample Texts: Common Correspondence in the Job Search ................................... 99
L. Sample Interview Questions ..................................................................................... 106

IV. INTERVIEW PREPARATION AND LOGISTICS .................................................... 32

A. Interview Preparation ............................................................................................... 32
1. Researching the Employer ....................................................................................... 32-33
2. Personal Preparation ............................................................................................... 33
3. Prepare to Look Your Best: Dressing for Success .................................................. 34-35
B. On-Campus Interviews ............................................................................................ 35-36
C. Meeting the Employer ............................................................................................. 36-37
D. Following Up After Screening Interviews ............................................................... 37-38
E. Call-Back Interviews ............................................................................................... 38
1. Arranging the Call-Back Interview .......................................................................... 39
2. Preparing for the Call-Back Interview ..................................................................... 39-40
3. When the Call-Back Interview Includes a Meal ....................................................... 41
4. The End of the Call-Back Interview ........................................................................ 41
5. After the Call-Back Interview .................................................................................. 41
F. Expenses and the Reimbursement Process ............................................................... 41-42
G. The Offer of Employment ....................................................................................... 42
1. How Do I Decline an Offer? ...................................................................................... 42-43
2. How Long May I Hold on to an Offer? .................................................................... 43
3. Reporting Your Offers to CPDC .............................................................................. 43

5. Second Paragraph – Interest in the Employer ......................................................... 24-26
6. Third Paragraph – What You Bring to the Table ..................................................... 26
7. Fourth Paragraph - Conclusion ............................................................................... 27
C. Transcripts ................................................................................................................ 27
D. Writing Samples ........................................................................................................ 27
1. Text of a Writing Sample .......................................................................................... 27
2. Length ....................................................................................................................... 27
3. Final Tips .................................................................................................................. 28
E. References and Reference Lists ............................................................................... 28
F. Contacting Employers to Obtain a Job ...................................................................... 28
2. Email or Regular Mail ............................................................................................. 29
G. Other Communications to Employers ...................................................................... 30
1. Thank You Letters ................................................................................................... 30
2. Correspondence Regarding Offers, Acceptances, and Rejections ......................... 31
The Duke Law School Career Planning Manual

The Career & Professional Development Center (CPDC) invites you to explore the broad range of career opportunities available to you as a Duke Law School student and graduate. Our objective in creating this comprehensive manual is to empower you with the tools needed to help you achieve your career objectives over the next three years and beyond. Each year, a current copy of this manual with relevant updates will be posted to the CPDC website (http://www.law.duke.edu/career). It has been and will be periodically supplemented with additional resources covering a wide variety of job search and career development topics, making the CPDC website the first stop in your career planning process.

This manual is broken into four sections:

I. Career Planning
II. Networking
III. Resumes, Cover Letters & Other Correspondence
IV. Interview Preparation and Logistics

The appendices to the manual contain invaluable resources for your job search, including sample documents, networking resources, and interview questions.

A. Career & Professional Development Center Resources
Career Counselors are available for one-on-one counseling to provide you with a personalized job search strategy addressing your specific professional interests and goals. This includes assistance with self-assessment, job searching and decision-making related to your career. For example, Career Counselors can partner with you to:

- Create a job search strategy to optimize your chances of securing the best employment options for you;
- Explore career opportunities by providing practical information about positions at international, boutique or regional law firms, public interest and non-profit organizations, governmental entities and corporations;
- Research diverse legal markets, including international markets and those with fewer or less-publicized legal employers;
- Develop your personal, professional narrative by identifying and emphasizing the experiences and personal qualities that make you uniquely attractive to legal employers;
- Make a good first impression and avoid missteps by reviewing your resume, cover letters and other communications with prospective employers;
- Refine your interview and presentation skills through mock interviews and other core programming;
- Create an academic and extracurricular curriculum that will build your skills and employability in your field of interest; and
- Assess your job search process to date, and help determine your next steps.

Whether you are just beginning your search, overwhelmed by options or trying to determine next steps, the Career Center can help you decide where to go from here. Of course, the earlier you contact us and the more prepared you are for each meeting, the more valuable we can be to you. So don’t wait! Contact careercenter@law.duke.edu to schedule an appointment with one of our Career Counselors.
B. Career & Professional Development Center Office Hours and Staff

Monday- Friday
8:00am -5:00 pm
Room 2015
(919) 613-7031
careercenter@law.duke.edu

Career Counselors:
- Stella Boswell Director of the Office of Public Interest Advising
- Jennifer Caplan Senior Career Counselor
- Alan Dickinson Director of J.D. Advising & Professional Development
- Bruce Elvin Associate Dean for Career & Professional Development
- Judith Hammerschmidt Director of Clerkship Programs
- Ed Hanson Senior Career Counselor
- Oleg Kobelev Director of International Career Development
- Adriane Kyropoulos Director of Recruitment & Employer Relations

Additional Career Center Professionals:
- Hannah Beardsley Clerkship Coordinator
- Erin Biggerstaff Recruiting Coordinator
- Kelly Briggs Financial & Information Specialist
- Dale Malone Career Center Coordinator
- Emily Sharples Office of Public Interest Advising Manager

*Complete bios of our team may be found at http://www.law.duke.edu/career.

C. Communication Requests from CPDC

During the next three years, we will periodically ask you for information about your professional plans. Requests will cover topics such as indicating your plans for your 1L and 2L summers, completing online surveys, notifying us of your permanent employment following law school graduation, and others. One of the ways in which you help sustain and enhance the Law School community is by responding in a timely fashion to these requests, as much of the information is used by the CPDC to help you achieve your goals, and by subsequent students to help them achieve theirs. **Thus, it is imperative that you respond to requests for information from us. In fact, the Law School's Rules and Policies require that you respond to these requests, and failure to do so is considered a violation of the Law School's Honor Code.** The applicable rules and policies are posted on the Duke Law website.
I. Career Planning

In law school, the “job search process” is an “educational process” and students who approach it that way will be well positioned for success. Taking the time early on, and throughout your law school experience, to learn about the many professional opportunities available will make your career planning easier.

Our mission, and that of the entire Law School, is to help you acquire the tools and skills needed to take ownership of your own professional development, enabling you to find the right job both during and after law school.

To help you do this, we will help you understand your own goals as well as where in the professional world they can be fulfilled. We encourage you to view your professional development as an integral part of your Duke Law School experience.

Employers highly value students who can demonstrate, through specific experiences, their ability to succeed as a lawyer, and commitment to excelling as a professional. Here at Duke, availing yourself of experiential learning opportunities is essential. These experiences can be gained in many ways: pro bono work; other volunteer opportunities; externships during the semester; part-time legal work; clinics; writing an article or note; research and writing with a faculty member; capstone projects; etc. In addition, it is helpful to concentrate over time in one or two areas so that you develop “pillars of strength” and focus.

A. Class of 2017 Career Planning Calendar

ONGOING

- Identify your personal and professional goals and priorities. Determine your short-term and long-term objectives. Speak with others, attend events, and educate yourself on the variety of options available to you. Engage in activities outside of the classroom, such as pro bono projects, student groups or start your own initiative. Network at every opportunity.

1L YEAR

- October 2014. The Career Center begins its 1L Professional Development Series. Sign up for a meeting with a member of the Career and Professional Development Center (CPDC) counseling staff. Watch webcasts on resumes and cover letters.

- November 2014. Meet individually with a Career & Professional Development Center counselor to discuss your goals, summer interests and resumes. Attend the required educational sessions on Effective Networking Techniques and Interviewing for Legal Positions, as well as other educational sessions to learn about your career options.

- December 1, 2014. NALP allows 1Ls to begin contacting employers. Focus on preparing for your final examinations.


- April 2015. Introduction to 2016 2L Job Search.

- Summer 2015. 1L summer employment and/or study abroad.
2L YEAR
- Summer 2016. 2L summer employment.

3L YEAR
- July/August 2016 – Ongoing. Conduct job search for post-graduation (if not returning to Summer 2016 employer).

B. Determine Your Path
There are a variety of professional opportunities available to students during the two summers of law school and beyond. Law firms, public interest organizations, government agencies, judges, and professors in need of research assistants all hire law students.

The process might seem daunting at first. Do not get overwhelmed. Begin to narrow down your options by conducting a self-assessment. Ask yourself:

- What potential practice areas do I want to pursue?
- What geographical locations am I interested in?
- What type of employer do I want to work for?
- What are my interests, skills and values?
- What are my academic and professional priorities?
- Why did I come to law school?
- What are my short-term and long-term professional goals?

You must be an active participant in the process of assessing what you want out of your Duke Law School education and subsequent career so that the path you follow will accurately reflect your priorities.

Self-assessment will help you identify what skills, knowledge, passions, and drives you possess that you can channel into your law career.
C. Investigate Your Options—“What Can I Do with a Law Degree?”

There are literally thousands of career possibilities for Duke Law School students and graduates. The first challenge you face in preparing for your job search is to understand yourself and to identify your interests and goals. Here are some examples of the types of employers available to you:

<table>
<thead>
<tr>
<th>Department of Justice</th>
<th>Plaintiff’s law firms</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Attorney’s Office</td>
<td>Defense law firms</td>
</tr>
<tr>
<td>State Attorney General</td>
<td>Trade Associations</td>
</tr>
<tr>
<td>Capitol Hill</td>
<td>Labor Unions</td>
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<tr>
<td>County Attorney’s Office</td>
<td>School Board attorneys</td>
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<td>District Attorney’s Office</td>
<td>Foundations</td>
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<tr>
<td>Public Defender’s Office</td>
<td>In-house counsel at businesses</td>
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<tr>
<td>City Attorney’s Office</td>
<td>Officers and Directors of businesses</td>
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<tr>
<td>Non-Profit Advocacy</td>
<td>Political Campaigns</td>
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<tr>
<td>Legal Services</td>
<td>Aids to elected officials</td>
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<tr>
<td>National think tanks and advocacy groups</td>
<td>Legislative research commissions</td>
</tr>
<tr>
<td>Regional and state advocacy groups</td>
<td>Professors at law schools</td>
</tr>
<tr>
<td>Large law firms</td>
<td>Professors at public policy schools</td>
</tr>
<tr>
<td>Small law firms</td>
<td>Undergraduate professors</td>
</tr>
<tr>
<td>Solo-practice law firms</td>
<td>State judges</td>
</tr>
<tr>
<td>Public interest law firms</td>
<td>Victim assistants</td>
</tr>
<tr>
<td>Federal judges</td>
<td>Foreign Service</td>
</tr>
<tr>
<td>Juvenile court judges</td>
<td>FBI and CIA</td>
</tr>
<tr>
<td>Judicial law clerks</td>
<td>Lawyer’s Committee on Civil Rights</td>
</tr>
<tr>
<td>Drug court professionals</td>
<td>Boutique law firms</td>
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<tr>
<td>Professional mediators/negotiators</td>
<td>And many others ……</td>
</tr>
<tr>
<td>Trial consultants</td>
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</tbody>
</table>

Do not forget to take advantage of resources connected to Duke Law School: talk with a career counselor; reach out to upper class students; talk with faculty; contact alumni; and attend Law School programs. You should also engage lawyers outside of the Duke Law School community.

D. Investigate Summer Job Opportunities

- **Your 1L Summer**: An essential component of your 1L Summer is to position yourself as strongly as possible for your 2L Summer. Thus, an important aim must be to do something that increases your legal knowledge and improves upon skills that you will use during your career. By the end of the summer, the aim is to be able to articulate (1) what you have learned and (2) how you are more prepared for a legal career.

  Additionally, your 1L summer is an ideal opportunity to further craft your professional narrative. Where possible, this job should help you create or solidify ties to a geographic area and/or interest in a specific field of practice. This is especially important if those ties are not yet reflected on your resume. Take the time to learn about the different experiences offered, and find a match to your interests.

  Career counselors are available to review your cover letters as well as your resumes. You will have a mandatory initial counseling session with a counselor on or before November 21, 2014.
Duke Law School and many legal employers adhere to the rules set out by NALP, the National Association of Legal Career Professionals, which require that first year students and employers not initiate contact with one another, interview or make offers, prior to December 1, in order to allow students more time to acclimate to law school. However, to prevent your job search from interfering with your school work and exam preparation, you may wish to research employers and prepare your resume and cover letters before December 1. If you do not do this well in advance of final exams, then it is best to wait until you have completed exams. If you are able to send letters in early December, you can potentially take advantage Winter Break to meet with potential employers.

**Your 2L Summer:** The 2L summer should be used to strengthen your base of experience and build skills for the position you will seek following graduation. At the same time, learning during the summer that you are no longer interested in a certain practice area is also valuable. The more clarity you can have about your post-graduation goals, the more direct your path will likely be to achieving them.

Many legal employers expect to hire most of their full-time law graduates from those who joined them during their 2L summer; if your goal is to work for this type of employer after graduation, then it is important to try to secure a position at such an employer for your 2L summer. Keep in mind, however, that (i) not all students working at such employers receive offers of full-time employment so on-going skill development and academic success remain vital, and (ii) even if you do not get such a position as a 2L, there are many more opportunities to join these organizations - possibly as a 3L, depending on your intervening work and skill development, and certainly after a few years in practice. These types of employers are most often larger law firms and federal government agencies.

There are many employer types who view the 2L summer as a way for students to demonstrate an interest in or commitment to a particular kind of work. Many public interest and government employers prefer graduates who have spent their summers working in their ultimate area of practice. Similarly, smaller firms or plaintiffs' firms also prefer this added experience in a specific practice area during your 2L summer. The same would hold true for non-legal business positions, such as management consulting or non-profit management.

In all cases, again, the goal is to identify and secure a meaningful 2L position that will continue to enhance your skills as a professional, and that will allow you maximum control over your choices as a 3L preparing to launch your career.
Typical 1L Employers
Depending on your career interests, there are several types of employers that hire law students for the 1L Summer.

1. Law Firms or In-House Counsel
Every year, law students obtain positions with law firms or in-house legal departments for the summer. The primary means of securing such positions is by writing letters to employers and utilizing your professional network. These employers range in office size and practice groups and generally hire students much earlier in the year than public interest and government employers.

Don’t resist contacting smaller firms as part of your overall search strategy. Thousands of lawyers begin and continue their career in smaller law firms working on highly sophisticated matters where they often learn “first chair” skills earlier than their colleagues at larger firms. Additionally, it is often possible to make a lateral move to a larger firm after a few years of practice, if desired

2. Public Interest Organizations & Government Agencies
A summer internship with a government or public interest organization can provide opportunities for students to develop practical lawyering skills that are relevant to any type of law practice. It is important to know, however, that many of these types of organizations do not advertise summer internships and cannot afford to pay summer interns. Students interested in finding summer public interest or government internships should reach out to organizations directly to inquire about summer internship opportunities.

Popular organizations for students include: public defender and legal aid offices, the Department of Justice and other federal government agencies, state attorneys’ general and district attorneys’ offices, and public interest advocacy organizations such as Natural Resources Defense Council, ACLU Capital Punishment Project, Lawyer’s Committee for Civil Rights Under the Law, and the Southern Poverty Law Center.

The Law School helps fund summer public interest work in a variety of ways:
- **Endowed Fellowships** are available to 1Ls and 2Ls, and are awarded on a competitive basis based on the strength of a student’s application and consideration of financial need.
- **Horvitz Public Law Fellowships** are available to 1Ls and 2Ls, with a preference for 2Ls, and are awarded to students who secure positions related to public law.
- **Dean’s Summer Service Grants** provide a guaranteed level of funding to any 2L student who secures a public interest or government summer internship, and also completes 10 hours of pro bono work.
- **PILF grants** are awarded to any student who contributes a minimum number of volunteer hours (20) to PILF’s fundraising efforts.
- **Stanback Fellowship Program**, administered through the Nicholas School, is available to students who wish to work with an environmental advocacy organization.

For additional information on summer public interest funding programs, contact the Office of Public Interest Advising, or visit the Summer Funding Website, [https://law.duke.edu/publicinterest/summerfunding/](https://law.duke.edu/publicinterest/summerfunding/).
3. Judicial Internships/Externships
A judicial internship can be a great way to gain valuable legal experience, while working under the supervision of an established and respected jurist. Judicial interns perform tasks similar to those of law clerks and are given the unique perspective of seeing the legal process through the eyes of a judge. While unpaid, these positions are excellent jobs and can be especially useful to students intending to pursue a career in litigation and seeking to gain legal contacts in a community in which they wish to practice.

The American Bar Association provides $1500 to diverse and financially disadvantaged students for internships in ten states under their Judicial Intern Opportunity Program. Other states have programs where law students can be paid to work as a judicial intern. North Carolina has such a program for in-state residents.

Many students will apply to clerk for a judge following graduation. An internship can not only help you decide if a clerkship would interest you, but also help to strengthen your clerkship application through the experience gained, and valuable contacts made within the judiciary.

4. Research Assistantships for Professors
Several dozen students typically stay in Durham to assist Duke Law School professors with a variety of projects. Professors often need assistance in updating a casebook or researching materials for a law review article. In addition to providing you with great training in legal research and writing, the professor will be able to serve as a reference for you in the future. This is especially important if you will be seeking a judicial clerkship after graduation. Watch for announcements about these positions in March and April, or contact a professor yourself.

5. Working Abroad
For students who are not enrolled in the dual-degree program and who will not attend a Duke Law School summer institute, most overseas employment opportunities are obtained through proactive letter writing to organizations of interest, through business or personal contacts and other means as are typically used to secure domestic summer employment. The Career Center has resources to help you identify and research employers with international opportunities. If you are interested in international opportunities, a great tool to get you started is the database of 300+ international summer internships available. The website, which requires your Duke NetID to log in, can be found at [http://law.duke.edu/career/students/llm/internships/](http://law.duke.edu/career/students/llm/internships/).

A number of international organizations expressed interest in specifically receiving resumes from Duke students. Please subscribe to the listserv of international opportunities to stay apprised of current openings.

Lastly, contact Oleg Kobelev, Director of International Career Development, at Kobelev@law.duke.edu with any questions. Oleg is available for individual counseling and has a wealth of additional resources and opportunities that you may find valuable during your search.

6. Alternative Employers
Each year, more and more students have sought and secured exciting employment opportunities with employers such as hospitals, public relations agencies, investment banks, commercial banks, real estate firms, accounting firms, and management consulting firms. If you are interested in pursuing opportunities with organizations
such as these, ask your career counselor about potential Duke Law connections in these areas, as well as your personal search strategy.

No matter your interests, cast a wide net and be both persistent and creative in your pursuit of opportunities. Do not wait too long to act, launch too narrow an effort, or let one string of your search play out entirely before applying to other employer types, as you never want to be one step behind a great opportunity.

E. How to Identify and Contact Potential Employers

1. Directly Contacting Employers
Most Duke students find positions for summer employment by proactively writing letters to organizations of interest, responding to job postings, contacting family and friends, and making a concerted and creative effort. First-year law students begin as early as December 1, sending or emailing letters to employers, whereas, second-year students should begin sending letters and contacting employers during their 1L summer in June.

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 employer’s hiring partner or recruiting manager, including your cover letter and resume. In the case of smaller firms or other employers that do not identify a hiring partner or recruiting manager 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 senior partner or 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” call it “Smith, John Resume.doc.” Also, be sure that all attachments and other electronic submissions are either in PDF or Word 2003. Some legal employers still use older versions of Word. When in doubt, check the file extension of your document: .doc is compatible with older versions of Word while .docx is not.

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

See Section II (and Appendices B-D) of this manual for additional guidance on contacting employers.

2. On-Campus Interviewing (OCI)
Each year, employers participate in the On-Campus Interview (OCI) program hosted by Duke Law School. You should not rely on OCI, however, to secure your summer opportunity. Rather, view OCI as a complement to the myriad of resources available through the CPDC, the Office of Public Interest Advising and elsewhere to maximize your career opportunities.

- 1L Spring OCI: A small number of employers interested in hiring first-years interview on campus in February. Typically, 15-20 legal employers come to
campus. Others will send information soliciting resumes directly to the CPDC. However, these organizations represent only a small subset of the legal employers nationwide that are looking for first-year summer associates.

- **2L Fall OCI**: This is a much larger program conducted in the fall for 2L and 3L students, most recently involving more than 200 schedules of interviews. Although extensive, we strongly encourage students not to rely solely on OCI as: (1) there are many legal employers who do not participate in OCI and (2) some students that participate in OCI do not receive offers through the OCI process. Details about other paths to 2L Summer Employment, such as job fairs or Duke On Tour, are provided throughout the year by the CPDC.

3. **Job Postings on Symplicity**

In addition to OCI, both public and private sector employers solicit resumes from law students for summer jobs through our office; 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. So, as with OCI, it is a mistake to rely solely on posted jobs through Symplicity or elsewhere. Positions with law professors may be listed on Symplicity in the spring as well, though you should also approach professors directly if you are interested in working with them.

![It is estimated that 70% of all job openings are never publicly posted. Thus, to find the most rewarding opportunities, take your job search beyond your laptop.](image)

Regardless of how you choose to 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 him/her to help you focus, prioritize or expand your search.

**F. Using RSS Feeds In Your Job Search**

**Get Started**

When conducting a comprehensive job search, law students often scan multiple websites for online postings, starting with Duke Law’s own Symplicity system, but also PSJD.org, USAJOBS.gov, Indeed.com, etc. While certainly an important (and often fruitful) part of the job search, looking at
multiple websites each day can be time consuming. Consequently, important opportunities may be overlooked. Using an RSS Reader intelligently can help optimize your search for posted positions and save you time.

**Benefits of RSS Job Feeds**
- The feeds pick up job listings based on key words
- You don’t have to give out your email address
- Feeds are saved and can be read at your convenience

**RSS Readers** are applications that aggregate feeds from different websites and present them in an easy-to-use format; many free RSS Readers are available online (just Google it)

**Finding Websites that Offer RSS Feeds**
Websites such as USAJOBS.gov, PSJD.org, Indeed.com and others have an RSS feed option. When looking at a specific website, try to see if you spot the RSS sign (above). If not, do some research to find how to create an RSS feed. Instructions are often available in the help section (e.g., [http://www.indeed.com/tools/jobseeker](http://www.indeed.com/tools/jobseeker) (under tools). LinkedIn’s job section has an RSS option as well (to set it up on your account, click here: [http://www.linkedin.com/rssAdmin?display=&goback=.home](http://www.linkedin.com/rssAdmin?display=&goback=.home))

**Creating a Job Search Query**
The most important part of this process is to set up relevant key words from which the RSS feed will pull job listings. We recommend setting up multiple tailored queries rather than one overly broad one (i.e. legal internships or summer associate). To cut down on the amount of clutter, be sure to specify your geographic preferences too.

**G. CPDC Communications**
The CPDC provides many resources to law students who are conducting job searches through its communications:

- Read our "CPDC Weekly" email for important career information.
- Review our “Wednesday Jobs Email” with select class-specific postings and other helpful links each week.
- Check our website ([http://www.law.duke.edu/career](http://www.law.duke.edu/career)) which has career links, our CPDC Events Calendar, and class-specific “Toolkits” for search-related resources.
- Review our Events Calendar and attend job fairs and programs.
- Review the CPDC-maintained lists of previous summer employers.
- Talk to upper class students about their summer experiences and best research strategies.
- Talk to Duke Law School Faculty and alumni. If you know of a faculty member who teaches a class related to a practice area in which you are interested, 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.”
H. Presenting Your Best Self: Your Online Profile
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 in which you may have a presence. 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 of or 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.

1. 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.

2. Blogs
Many students incorrectly assume anonymity when participating in blogs on-line. However, an alias is often traceable and many employers check blogs for 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: An Overview

Networking is a crucial part of any job search and, will be an invaluable tool in every aspect of your life going forward. Networking consists not only of contacting people you know, but also reaching out through those individuals to their contacts.

Think of networking as expanding your circles of influence. One of the great rewards in life occurs when you “pay it forward” and pave the way for another person. That is what you are hoping for: that one of these people with whom you engage through your outreach will help you achieve your professional goals by becoming your advocate.

Sometimes that person is the parent of a friend, a neighbor, a lifelong family friend. Be open to all possibilities, because you never know whether the person sitting next to you on the plane will serve as your advocate, or introduce you to the person who will help you achieve your goals. Remember, you only have one chance to make a first impression.

A. Preparing Yourself and Your Image

Preparing yourself and your public image is about two things: how you present yourself in person, and your public image that is “Google-able.”

- **In Person:** First, take a good look at how you present yourself. If you need to go buy interview clothes, do so. One good business suit and one good business casual look are what you need before you begin meeting with people. Polish your shoes. Get a good haircut. Be well groomed. Little things matter, so pay attention to them. Always dress for your audience, not yourself. If you are going to a law firm where there is a dress code, wear business attire. If it is an informal meeting, wear business casual. It is always better to be slightly over-dressed than ever under-dressed.

- **Online:** Next, “Google” yourself. You might be surprised at what is discoverable about you. Every one of you has been or is on Facebook, and your Facebook page will be there, front and center. You should assume that someone, somewhere, will “Facebook you” and you want to be sure that the “you” you present is the one you want the world to see. If you belong to any other online sites, check those. Click on every Google search result – you need to see what others see. Edit what needs to be edited.

Using LinkedIn as a Key Job Search Tool: LinkedIn is used by over 225 million people in 200 countries. Unlike Facebook, its main rival in terms of size, LinkedIn is designed specifically for professional networking. It is quite helpful to students seeking to establish a professional presence and expand the circle of their professional contacts.

- **Elevator Speech:** This is a 90-second synopsis of who you are, what you seek, and why you seek it. It is “you in a nutshell,” and is crucial to how you make your first impression. Never begin with a negative or a statement, but rather, with a personal connection. For example, “Thank you for taking the time to see me. As you know, I am a 1L at Duke Law. I grew up here/in [city/state] and want my life and legal career to be in this city. I went to law school because XXXX. If there is one thing about me my resume
doesn’t reveal it is [I play the kazoo professionally; I have lived in 14 cities in 22 years and as a result am very adaptable; whatever it is keep it short and sweet]. I truly wanted to meet you because XXX told me that you are very supportive of young lawyers/at the top of this practice area/I have read about you in your firm’s News section.

See Appendix B for more specific guidance on creating your LinkedIn profile and crafting your unique elevator pitch.

B. How to Begin: Step One - Finding Contacts

Make a List: Appendix B includes a list of people who are in all of our lives. Believe it or not, virtually everyone has or knows a lawyer. Do you know your dentist well? Your family minister? Your best friend’s mom/dad? Ask them who they use for their legal work. This might sound silly, but truthfully, this first part of your job search is about meeting new people, not about asking for a job. So look at the lists of people on Appendices C and D, fill them out, and then think to yourself, “Who could I comfortably ask to help me?” Childhood friends’ parents might be or know lawyers. Many people are in business and can say, “My company uses X law firm. You can use my name.”

The Duke Law Alumni Directory is a goldmine of contacts in every city in the world. It is by far the easiest place to start. Check your college directory too, because alums listed there care about their school. Your success is their success. So make your initial “people I know” list, then follow it up with lists culled from these directories.

C. Step Two - Rules for Outreach

1. Ask For Information, Not a Job
   The reason for this is that people are most willing to help you when they feel like they can help you. In this phase of your search, you are asking if you can come for coffee, or stop by so that you can “pick their brains.” If you make it clear in your initial contact that you are looking for help or information, not a job, it is ever so much easier for the person to say “yes.” Send the people on your list an email or a note and ask if you can come for a visit. If they are too far away (or you are at Duke and they are in another city), ask if you can either see them when you are in town or schedule a phone call. Email works as well if it is easier for your contact. Whatever works for them works for you – remember that.

2. It’s Not About You
   When you meet with someone, make the meeting about that person, not about you. You are there to ask for advice, and at this point, advice consists of information. If the person is an attorney, ask about his/her every day activities. How did he get his job? How does her non-profit pick new lawyers? It is always interesting to learn what led someone to the law, and to a particular area of the law. Do your homework before you go to the meeting: Google the employer, read its profile, and read your host’s biography on the site.

Keep a stack of 3x5 index cards handy. Then, as you research, make a few “key” notes on the index card to carry in your pocket for one last review before each meeting.
The more prepared you are, the more impressive you will be. In the course of the conversation, feel free to ask for a critique of your resume or for advice about how best to begin your job search. If the person offers to send your resume forward, ask him/her to give you feedback on it before submitting it. Don’t be in a hurry to give them a resume that isn’t perfect. Do feel free to ask if there are others to whom you could speak. If your conversation is with a non-lawyer, ask about how they use lawyers at their workplace. Ask if you can meet their General Counsel. Each person is an opportunity to meet another person. You will soon discover that there really aren’t six degrees of separation, there are only one or two between you and the person who can help you find the right opportunity.

Don’t overstay your welcome. Twenty minutes is a reasonable amount of time for a chat. If the conversation is going very well and the person isn’t looking at his watch, you can stay a bit longer. But do not linger. Time is a valuable commodity, especially for lawyers, and you need to be mindful.

3. Follow Up and Follow Through
Write a thank you email immediately after your meeting. Make sure you mention something personal from the conversation to reflect that you were paying attention. If the person suggested following up, do so. Promptly. If your contact suggests changes to your resume, make them then send it back to the person. PROOFREAD everything before sending it. More opportunities have been lost over a misspelled word than you can imagine. So be prompt, but not in such a hurry that you make a careless error.

If your contact gives you names of others to whom you should reach out, follow up promptly, and report back. Do not let time pass or things fall through the cracks – both are a direct reflection on you and your true interest.

4. Keep Track
It is important that you keep track of these contacts/communications. You never know when you will want to reach back to that person after learning more from another contact.

The easiest way to track this is to create a spreadsheet. Make a note of what you discussed, any suggestions made or additional follow-up required.

D. 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. Duke is very strong in most cities, with large alumni clubs that host frequent events. These are superb opportunities to meet people with whom you have an automatic bond. Check your college alumni site to determine if your undergraduate school has the same kind of links in your city.

Before the Event:

- Study any list you can get of people attending. Decide in advance whom you will try to meet. Lots of these events have Facebook pages where people can RSVP. Keep your eye on such lists, as they will provide you with a natural expansion of your contacts list.
- **Research** a few key people who you would like to meet. Know a few salient facts about them, including where they practice, their areas of practice, and something about their employers. Again, this is another opportunity for one of those 3x5 cards. Don’t overdo it, or you won’t be able to keep people straight. Just find one fact that will link you to the person as knowledge is truly a personal connection.

- **Dress appropriately.** When trying to impress someone, it helps to wear business attire, have your shoes polished and a recent haircut.

- **Resolve to be brave.** You are there for one reason: to meet people. Follow through. 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.

- **Eat before you go.** Seriously. If you aren’t worrying about the buffet table, you have more time to meet people. 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.

**At the Event:**

- **Don’t Drink:** To stay in top form, get a glass of wine and carry it around. Don’t drink it. You do not need to be consuming alcohol (or eating messy foods) while you are trying to network. Holding the glass often makes the other person more comfortable.

- **Introduce Yourself:** Approach strangers and introduce yourself with a smile and a handshake. Shake hands -- you should give a firm, but not-too-strong, squeeze, and make eye contact.

- **Find a Common Denominator:** 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. For example, “Isn't it great that Duke Law and Wachtell sponsored this reception?” Or, “What is your area of practice?”

- **Eye Contact = Interest:** Maintain eye contact when talking. Eye contact communicates sincerity and interest.

- **Be Risk Averse:** Do not attempt to tell jokes. Do not discuss politics unless you are at a partisan event. Avoid these areas as topics of conversation. Period.

- **Move On:** 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.
• **Quality Not Quantity:** Remember that you are trying to achieve quality contacts rather than a certain quantity. Try to learn as much as you can about each person’s employer, 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.

![Ask for a business card and whether you may follow up. Make a note to yourself on the back of the person’s card, for reference purposes when drafting your personalized follow up.]

**After the Event:**

- **Review** any business cards you received and make notes about the people you spoke with and what you talked about.
- **Reach out** and 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. Ask for a follow up meeting or telephone call if possible and appropriate.
- **Reflect** by thinking about how you can utilize these contacts for the future, whether the event was successful as a networking event, and if not, what you can do to improve at your next outing.

**E. Perfect Strangers**

Some of the great surprises in life are those people you meet in the least likely places. Whether sitting next to you on an airplane, in front of you in the Starbucks line, or getting your hair cut, every person you meet is an opportunity. Some will hand you a natural opening such as a Duke luggage tag; others are trapped in a middle seat and none too happy about it. Seize the day!

How you respond to these people matters. Let’s take the person with the Duke luggage tag. You can note it and think, “huh, guess this guy is a Dukie,” or you can tap him politely and say, “Which year?” Dukies love to help other Dukies; anyone bearing a luggage tag obviously loves his school. This is an introduction on a silver platter. The minute you say you are at Duke Law, the conversation will begin. Where it goes will be up to you and Mr. Luggage Tag, but Duke people truly like to help each other. Start the chat, see where it goes. Don’t hesitate to ask for a card. Follow up.

Our friend in the middle seat? At a minimum, you are traveling to the same city. You can complain about the lack of leg room, the too-small storage bins, and how much you hate to fly. Once the conversation has begun, it will lead wherever it leads. You will know in short order whether this is going to lead somewhere or not. But always keep one important thing in mind: everyone knows someone else. And that someone else might just be the key to your future.
III. Resumes, Cover Letters and Other Professional Correspondence

Before contacting employers to request an informational meeting or interview, you should carefully create the following core materials typically requested by employers. These are the tools you will need to effectively “market” yourself:

- A resume
- A cover letter
- An official or unofficial transcript
- A writing sample
- A list of professional and/or academic references (preferably from three sources)

In this section, you will learn how to create a resume which highlights your unique skills, particularly those seen as a “value add” by employers.

A. Drafting Your Resume

A legal resume is a unique document, and there are several “rules” of construction which employers expect to see. Before you begin drafting your resume, consider how to best "sell" your experience and credentials, with an eye toward conveying “core skills” which you have already developed. Achievements in school, research and writing, public service, work experience, the arts, sports, or languages are all of great interest to potential employers. Whether you have worked for many years or recently graduated from college, your presence at Duke Law School means you have great achievements to include on your resume. Ultimately, your well-crafted resume will motivate a complete stranger to want to meet you, and later to hire you. Keep in mind that effective resumes must be tailored to the employers receiving them. Thus, throughout your job search, you will likely create more than one version of your resume.

You should assume that a reader will spend no more than 30 seconds on the initial scan of your resume; thus, it should be clear, 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 the first opportunity to make a favorable impression on a prospective employer.

To ensure quality and consistency among all students, the Career Center requires that you follow the format shown in Appendix E. Contact a Career Counselor if you believe your personal experience warrants an exception from this standard format.

Format of a Great Resume:

- Your resume should fit on one page. If you have extensive pre-law school 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.
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 14 pt. If you go by your middle name, you should use an initial for your first name. For example, if your name is Eva Maria Gabrielson and you go by Maria, you should consider using “E. Maria Gabrielson.” 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. Employers will appreciate your effort.

2. Your Addresses
   As a general rule, you should include both a local address and your permanent address. Even if you do not wish to return to your home state, listing your permanent address may offer helpful context to (and a means of possible connection with) the employer. Position the local address flush with the left margin and your permanent address at the right margin. Be sure to include your primary telephone number and email address. List your Duke email address; do not list a personal email address (e.g., @gmail.com). There are some exceptions where you may wish to include only your local address. Examples include situations where you are trying to establish yourself in a new geographic location that is distant from your “home;” or perhaps where you have other ties such as a significant other’s home, extended family, or the place where you attended college.

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 law school, list your law, graduate (if any) 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., 3.52). 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/Master of Arts in English expected, May 2016”). Alternatively, you can list the school(s) separately (e.g., Duke University, Fuqua School of Business). 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.

   If you are a transfer student, you must include your original law school after your Duke University School of Law entry and the dates you attended. You may also choose to include your GPA, class rank and honors if applicable. See Appendix F for formatting guidance.

What about your secondary (high school) education? While this is not usually included, you may include this under one of the following scenarios:

- You attended a well-known or prestigious secondary school from which a member of an organization to which you are applying also graduated;
• You want to establish roots in a community that are not otherwise apparent.

If you choose to include information about your secondary education, locate it within “Additional Information” at the bottom of your resume, not as a stand-alone entry under “Education”. For example:

**ADDITIONAL INFORMATION**
Member, Phillips Exeter Alumni Association

DO NOT include your LSAT or other standardized test scores. The Law School Admission Council has issued a statement declaring this inappropriate. Also, do not include college scholarships awarded based on high school performance on a standardized test.

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 separate "Honors" and "Activities" subcategories 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 honors that indicate a high level of academic performance, and explain their significance if necessary. Be sure to include any nationally recognized honors. Scholarships should also be included; if you received a scholarship or grant to pursue your law degree, be sure to include that under Duke University School of Law.

Finally, don't forget to include any significant college 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." 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, clinics or significant leadership or community service endeavors.

Begin with the most current or recent position you have held and work backwards chronologically.

*Do not leave large gaps of time unaccounted for, as you will likely waste precious interview time explaining these gaps.*

Much as your academic entries were listed, 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 2014 - July 2014  
*File Clerk*, January - May 2014

Following these two lines, you should include a brief description of your work. When writing this description, be succinct and use action words. A list of frequently used action verbs can be found in Appendix G to this manual. Complete sentences are not necessary, though phrases or bulleted points that function as a sentence should always end with a period. Job descriptions end with a period, but listings in the “Education” and “Additional Information” sections 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.

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**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, 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.

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**The descriptions of previous experiences can make your resume stand apart. They should be specific and interesting, detailing individual tasks or 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 with specificity, show that you did it well, and make clear how the transferrable skills gained in that position qualify you for the position to which you are now 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” section of your resume can be found in Appendix F to this manual.

6. **Additional Information**

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

If you have any particular skills that might prompt a conversation in an interview, or establish a personal connection with the interviewer, 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. You want to demonstrate your
discipline, confidence, dedication, attention to detail or leadership ability – characteristics
relevant to successful lawyers.

**Basic computer skills and/or experience with Lexis and Westlaw should not be
included, nor should a passive hobby such as reading or watching movies.**

7. **A Few Final Tips**

**Sensitive Issues:** Keep those activities that might portray you as a "partier", 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. 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:** As a general rule, if your GPA starts with a “3,” include it on your resume. If the
GPA is not included, employers’ assumptions about your academic performance are
likely to be worse than reality. What’s more, even if you do not include your GPA on
your resume, most will ask for a copy of your transcript before extending an offer. That
said, your resume is your opportunity 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. Remember to round your GPA to the
hundredths place (e.g., 3.22), not to the tenths. When in doubt, discuss this important
issue with your Career Counselor.

8. **Printing Your Resume**

You should produce a professional resume. Ideally, your font should be at 11 or 12 point
for ease of reading; the use of bold and italicized fonts will help you emphasize certain
items.

**Hard Copy:** 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 good). Be sure to purchase
sufficient quantities of matching plain paper and 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.

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

**Edit:** 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 competitive job market, a thoughtfully composed, well-written cover letter can make a significant impact on a hiring manager to move your resume from the stack of many to the 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 concise, well-structure, persuasive, well-reasoned, and 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 those things about you which are 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 choose to mail your application materials, 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 or bone) 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 the effort.

Develop one or several standard but flexible letters, which can be adjusted to suit particular employers and geographic regions.

You may also need to stress certain skills or qualifications that you feel will benefit a specific employer. In sum, expect to create multiple cover letters throughout your job search, each tailored to a specific city, employer and skills that employer holds in highest regard.

Generally speaking, an effective cover letter needs to establish the following five basic points in three or four paragraphs:

1. The reason you are contacting a particular employer;
2. The interest you have in the geographical location of the employer;
3. The reasons for your interest in the legal practice of the particular employer;
4. The strengths, attributes, and skills you will contribute to the position for which you are applying; and
5. 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 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 should be 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. First Paragraph - 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 first-year student at Duke University School of Law...") and explain briefly why you are writing (....and am interested in being considered for a summer associate position for the summer of 2015.") 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." This paragraph should serve as your thesis sentence for the remainder of the letter, identifying 2-3 traits you will discuss in the body of the letter.

5. Second Paragraph - Interest in the City & Employer
In the second paragraph, you must be sure to convey the following points: the employer is in a city or geographic area that appeals to you, and the employer offers an employment opportunity 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, 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.) while employers in other cities tend to 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 convincingly establish your commitment to living and working in that city - however this can be readily accomplished. Please speak with one of us in the 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 there. 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 four years as an undergraduate at Georgetown and I intend to practice law in Washington, DC following my graduation from Duke."

"Having spent significant time in Atlanta in each of the last five years, I know well the professional and personal opportunities it offers and I intend to call Atlanta ‘home’ following my graduation from Duke."

Interest in the Employer: This is an opportunity for you to demonstrate that you are an informed consumer. Ask and answer the question, “Of all the places I could practice law in City X, why here?” In approximately two sentences, explain what it is about this specific 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.

Express your interest in the employer with specificity and enthusiasm. An employer must feel that you devoted some time and deliberate thought to their selection. Thus, this section requires research and individualization. Often challenging initially, CPDC counselors are happy to meet with you as you learn to tailor this section of your cover letter.

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.

Here is an example of how to properly express interest in a particular employer:

"Given my background in accounting and finance, including one year as an auditor with a Big Four accounting firm, I believe I would make a contribution to your firm’s premier transactional or tax practice."
Not:

"My immediate goal is to obtain a summer associate position in a firm with an outstanding reputation for its litigation practice."

"I have decided to pursue a legal career in an organization which will offer me an opportunity to work in the areas of employment discrimination and civil rights."

"My goal is to work in a firm which has a reputation for good work-life balance. My involvement with various charitable events requires a significant time commitment."

"I am seeking an organization that will serve as an effective feeder to government practice."

Moreover, while it is important to highlight particular attributes of the employer that attract you ("I am particularly interested in your newly established intellectual property group"), do not waste time with puffery about the employer’s overall strength, prestige, or size. Attorneys know their organizations are attractive to law students for these reasons, and these overt compliments are unimpressive.

6. Third Paragraph - What You Bring to the Table

Avoid the temptation to recite facts from your resume. Instead, use your experiences as “anchors” to establish those traits and transferrable skills valued by an employer and observed in its most successful associates.

Such a unique qualification may be derived from a practical work experience, an academic experience as an undergraduate, 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 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.

Do not be discouraged if you feel you do not have a particular experience that jumps off the page. Although you may not have played at Carnegie Hall, been a military officer, run a marathon or written a play, you attend Duke Law School because you are a talented individual. Here is another chance to show it. Invest some time in this process. It is worth it. After you have completed this paragraph, test it out on a friend or bring it to the CPDC.

7. Fourth Paragraph - 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 may be found 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).

In creating an unofficial transcript, you must follow the format set forth in Appendix J to this Manual. See your Career Counselor with any questions.

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 can be your undoing if you submit either poor or inappropriate work product.

1. Text of a Writing Sample
   - A writing sample must be your own work. Do not plagiarize. Your writing sample should be substantially unedited by anyone else. 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. Many first year students use the memorandum they prepared for their legal writing course in the fall. Feel free to make additional edits—your own edits—so it is the best work product it can be.
   - 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 be careful not to breach any confidences or attorney-client privileges. Obtain permission from your employer before using such a sample, and 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 a 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 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. References and Reference Lists

A sign that you are under careful consideration is an employer’s request for your professional references. Usually the employer will want the names of three people who can recommend you for employment based on their personal experiences with you either as a law student or as an employee (preferably as a law clerk, research assistant or from a prior work setting).

**Before you provide any references to a potential employer, obtain permission from your references to pass along their names. Further, give copies of your resume to your reference so they can become familiar with your background before the reference check.**

When providing references:

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

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

F. Contacting Employers to Obtain a Job

After meeting with a career counselor and taking advantage of other available resources including faculty, alumni, internet and print materials, hopefully you will have a sense of the opportunities you would like to pursue. Now that you are ready to send those resumes out the door, here are some tips to help you organize your outreach efforts.

1. **How Many Letters Should You Send?**

   While there is no "magic number," do not send so many that they cannot be personalized. Employers are disinclined to interview those who have clearly sent generic letters as a result of a mass mailing. Remember that you only have one chance to make a first impression.
Therefore, you should apply to as many employers as you reasonably can, while still tailoring the applications to the needs and strengths of each particular employer. Some employers will lend themselves to more personalization than others, but you should always add at least one or two individualized points for each employer.

2. Email or Regular Mail
Regular mail is the “traditional” method of sending your cover letter, resume and other correspondence to a potential employer. However, emailing your application materials is now common and preferred by most employers.

This is important because your materials will likely be printed out at some point and they should appear as formal documents. Remember that using PDF format provides you with more control over the way prospective employers will view your final documents than does attaching documents in Word or equivalent formats.

The subject line of your email should indicate the purpose of your contact, such as "Duke Law School Student Seeking Summer Internship". In the body of your email, you may want to insert a modified version of the first paragraph of your cover letter so the recipient has an idea why you are contacting him or her.

You do not need to include your mailing address and the date in the body of your email. You can begin with "Dear Ms. Smith:"

Since it is easy to make mistakes when sending emails, here are a few suggestions to ensure that you send what you intend:

- Do not put in the address of the recipient until you are ready to send.
- Open attached files to confirm that you are sending the correct version of your cover letter and resume.
- Send a blind copy to yourself to confirm what was sent and make it easy to resend it if necessary.
- It is critical that resumes and cover letters be sent in a format where the recipient cannot see various edits you have made to the document. If you cannot send your document in PDF, view it "showing markups" to confirm that they will only get a clean copy.

A sample email is in Appendix K to this manual.
G. Other Communications to Employers

In addition to your resume, cover letter, and writing sample, there is other correspondence for which you will be responsible during your job search. Thank you letters, reimbursement requests, and acceptance/rejection letters provide you with opportunities to further interact with an employer, as well as to provide them with important information.

1. Thank You Letters

- **Screening Interviews.** It is neither expected nor recommended that you write a thank you note after an initial screening interview. However, if you elect to send a post-screening thank you note, we recommend doing so within 24-hours of the screening interview, keep it brief, and make absolutely certain it is error-free. If you choose to use email, the subject line should simply be “Thank You.”

- **Callbacks.** Send a thank you letter **immediately** following your return from an interview at the employer’s office. In this context, you can either e-mail or mail your letter. E-mail is quicker and a mailed letter is more traditional, so there are advantages and disadvantages to both options. The general purpose of such a letter is to:
  - Express your appreciation to the interviewers for their interest in you as well as their hospitality during your visit.
  - Remind the interviewer who you are by highlighting something that occurred during the interview which you believe the interviewer should recall.
  - Indicate that you remain extremely interested in the employer.

**To Whom Should You Write?** Write a distinct note to each person with whom you met. Only if you are unable to write the personalized emails expected, may you write one letter (to either the recruiting coordinator or the hiring partner) and ask that individual to pass along your appreciation to others with whom you met. Form thank you notes are a waste of time, and should be avoided – all notes sent will likely end up in your recruiting file and compared.

**Proofread!** While a carefully written thank you letter is unlikely to independently secure a position, a thank you letter with **one** misspelling, grammatical error or lack of personalization can derail students’ otherwise strong prospects of receiving callbacks or offers. The thank you letter is just another writing sample that you are providing to the employer; be sure to treat it as such.

**A sample thank you letter is in Appendix K to this manual.**
2. Correspondence Regarding Offers, Acceptances and Rejections

• Receiving and Accepting an Offer

You should acknowledge an offer of employment within 24 hours of receiving it. Be prepared to either accept, decline or request more time to decide. Do not accept an offer unless you are fully prepared to work for that employer. When accepting an offer, it is important that you proceed in a professional manner.

As soon as you have decided to accept an offer, you should telephone either the individual who extended the offer or the recruitment department of the employer to inform them of your decision. Call only once, and during the employer’s regular business hours. If you are only able to reach an employer’s voicemail during its regular business hours, leave a message accepting the offer.

Upon completing your telephone call, you should write the employer as soon as possible confirming your decision. Again in a professional manner, you will express your gratitude at receiving the offer, state that you enjoyed the opportunity to meet with several of the employer’s lawyers, and that you look forward to working with them this summer.

Under the NALP rules, employers should hold offers for first-year students open for at least two weeks. Offers for second- and third-year law students that are made during the fall recruiting season have separate deadlines set by NALP.

A sample acceptance letter is in Appendix K to this manual.

• Declining an Offer

It is perhaps even more critical to decline offers in a timely and professional manner, as these may be the first employers you contact should you seek other opportunities as a 2L, 3L, or after graduation.

As soon as you have decided to decline an offer, you should telephone either the individual who made you the offer or the recruitment office to inform them of your decision. Call only once, and during the employer’s regular business hours. If you are only able to reach an employer’s voicemail during its regular business hours, leave a message declining the offer.

Upon completing your telephone call, you should write the employer as soon as possible confirming your decision. In a professional manner, express gratitude at receiving the offer and state that you enjoyed both your visit and the opportunity to meet with several of the employer’s lawyers. You should also express your regrets in reaching the decision to decline the offer. Be sure to copy the contact in the recruiting department, if applicable. This letter will be placed in your file. If you contact the employer for a position in the future, there is a good chance it will still have this file and will refer to its contents in deciding whether to consider you for a position. A courteous letter may inure to your benefit.

A sample letter declining an offer received is in Appendix K to this manual.
IV. Interview Preparation and Logistics

Almost all legal employers will require one or more rounds of interviews, either in person or over the phone, before offering you a position for the summer. 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.

Initial interviews, or “screening interviews”, may take place on campus (OCI), via telephone, at a job fair and in various other formal or informal settings. The typical screening interview is a 20-to 30-minute meeting with 1 or 2 interviewers. Public sector employers sometimes conduct only one round of interviews; therefore, be aware that your initial interview may be your only meeting before the employer makes a decision. Other employers often conduct additional interviews, called “callback interviews” before making a decision. Your preparation for all interviews is important and consists of similar steps.

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. Only after you have researched the employer and its practice, hiring requirements and environment, AND identified your own goals, interests, and unique abilities will you be able to effectively articulate (a) your specific interest in that employer and (b) your specific “value add” to that employer based upon your interests and abilities. Ensuring you are prepared to persuasively, yet succinctly convey both elements is essential.

Part of your preparation must also 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 ownership of an interview means being responsive to the interviewer, while also making a conscious effort to gracefully incorporate your three or four most important points.

Think of these three or four points about yourself as “headlines” or “highlights” – 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 (e.g., leadership ability, grace under pressure, business savvy, discipline, etc.).

At the same time, be attentive to your interviewer and do not interrupt. Many interviewers enjoy discussing the practice and employer, and will consider an interview successful only when they too have had ample opportunity to speak.

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 offer substantive issues to discuss during your interview. Research using Google, Lexis, Chambers & Partners, Westlaw, Practical Law Company and other printed sources to obtain this type of information. Family members, friends, fellow students, alumni, or law
school administration and faculty who have worked at the employer or elsewhere in the same city are also excellent sources. 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 employer. Make sure you prepare questions before your 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 Appendix L 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 insights into their own beliefs, both about their employer and your candidacy.

Whatever your academic qualifications, before your interview even begins, you need to assess your positive qualities, which 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 a CPDC counselor 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.

Do not apologize for shortcomings; instead, anticipate confident responses to potentially uncomfortable questions.

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.

Carefully review the list of questions in Appendix L 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 those aspects needing further attention is to participate in a mock interview. CPDC counselors are happy to conduct mock interviews for you at any time during the year. The CPDC will also host a formal mock interview program for all first-year students early in the spring semester.
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 clothing.

**WOMEN**

- Pant suits are 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 recommended.

- 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

**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 unworn 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.

• Forgo cologne for the day.

B. On-Campus Interviews
A small number of employers (15-20) take part in On-Campus Interviews for 1Ls each spring. The information that follows applies to the 2L On-Campus program as well.

• How long are on-campus interviews? On-Campus interviews are typically twenty minutes. Some employers choose to conduct thirty minute interviews.

• What materials do I take to an interview?
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. Plan to bring one clean, pristine copy of your resume on cream or ecru bond paper for each on campus interview, plus a handful of extras (you may have multiple interviewers).

Writing sample. As a 1L, you may use your memo from your legal writing class. Feel free to update or edit the document as you see fit. We suggest no more than 5-10 pages. Your writing sample can be printed on regular paper. During your 1L summer, you should seek out work from which your new writing sample (for use in the 2L job search) will result. For more information about preparing your writing sample, see page 27 of this manual.

Law School Transcripts (Official or Unofficial). If unofficial transcripts are acceptable, you may “copy” your academic record from ACES, but you must format the transcript as set forth in Appendix J to this manual. You may obtain an official 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.)

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

Hold onto your materials (e.g., copies of your resume, references, writing sample) unless specific documents are requested by the interviewer, at which time you may provide them. Many employers request additional materials electronically after an initial interview.

• What should I do at the time of my interview? Plan to arrive at the interview room at least five minutes early. Knock once on the door at the scheduled time to announce your arrival, and every two minutes thereafter – this is very important as it helps the interviewers stay on schedule. Wait until your interviewer comes out to greet you before entering the room, unless you are invited to enter.
Can I miss class for an on-campus interview? Students should not miss class for on-campus interviews. As a condition of participating in the on-campus interview program, each student must enter his or her entire class schedule as "unavailable times" when “bidding” for interviews and must keep the “unavailable times” schedule current as the student’s class schedule changes during the drop/add period at the beginning of the semester.

The Career Center is authorized to suspend bidding and interviewing privileges for students who do not properly enter their class schedule as “unavailable times” until such schedule is properly entered. Missing a class for an on-campus interview will be treated under Rule 3.8 in the same manner as missing class for any other reason.

What happens if my class schedule changes and I suddenly have an interview conflict? If a last-minute change in your class schedule results in a conflict, update your unavailable times in Symplicity and contact Erin Biggerstaff in the CPDC at erin.biggerstaff@law.duke.edu as soon as possible. Given enough notice, we will try to change the time of your interview.

Can I drop an interview once schedules are final? Once schedules are final, there are only three qualifying “Excused Absences.” These are:
- Extreme illness or death in the family.
- Acceptance of an offer of employment and notification to the Career Center prior to the time of the interview. Accepting an offer of employment will result in cancellation of all remaining interviews.
- Notification to the Career Center in accordance with its “Advance Cancellation Policy” (which will be distributed in a future addendum to this manual).
- In all cases, please notify Erin Biggerstaff, at erin.biggerstaff@law.duke.edu as soon as practical, of your specific situation and the specific date, time and employer interview at issue.

C. Meeting the Employer

Before meeting with an employer, prepare a 3 x 5 index card highlighting several notable facts about the specific employer and its interviewers. These points can cover specific practice areas, recent cases or news articles, important clients or other information. When you have multiple interviews scheduled on one day, these cards will allow you to reset and refocus between employers. Put all index cards away before approaching the interview location.

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. When you go in to the interview room, 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 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 minutes to make a positive impression, this time is better spent concentrating on the interviewer and his or her questions.

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 employer. 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. 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?** It is not expected that you write a thank you letter after an initial on-campus or screening interview. However, we do recommend that you write a thank you note to the employer's recruiting contact after a callback interview.

- **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. Speak to your 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 guidance on the best 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 an on-campus, screening or call-back interview, please view our Anti-Discrimination Policy on the CPDC website (http://www.law.duke.edu/career/students/policy) and come to the CPDC to discuss next steps.

- **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 or via video, 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. Private sector employers typically invite students to visit the employer for a callback interview and will often pay for your travel expenses.

You will receive additional information regarding the callback process in the Fall On-Campus Recruiting Manual, provided to you in June of 2015, and available at that time on the CPDC website at our password-protected link. Much of what follows is equally applicable to public interest, government and private sector employers.

E. Callback Interviews
The level of seriousness of purpose and focus necessary to succeed is comparable for all types of callback or in-office interviews, be they with public sector or private sector employers. While specifics on travel, meals and reimbursement apply primarily to law firm callbacks, the interactions described below with employers and your preparation applies to all. 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, comprising of four to six half-hour interviews. During a law firm callback interview, you will typically interview with a series of lawyers in the firm, partners as well as associates and often representing a variety of practice areas, including those in which you expressed a specific interest. 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 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. Carefully consider how many callback interviews you should accept and remember that:

- Callback interviews may require missing one or more days of class.
- Employers offer a limited number of callback interviews – each time you accept a callback interview, you might be taking an opportunity away from another Duke student who wants to work for the employer.

Please see Duke University School of Law Policies 6-2 and 6-3 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 on-campus interview season, 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. Be sure that you do follow up in a timely way, as promised.
1. Arranging the Callback Interview

Below are frequently asked questions on callback interviews.

- **When should I schedule my callback interview? Am I allowed to miss class?**
  
  Missing class for callback interviews is discouraged. Some 2Ls have tried to leave a day in the week during the fall semester without classes so they can visit employers.

  **While scheduling is not always within your control, employers report it is often advantageous to schedule callback interviews as early as possible, as offer decisions may be made on a rolling basis.**

  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. Also, you may ask if the employer participates, or would like to participate, in the PILF CAPITAL Program where money is donated to PILF if you choose to stay with a friend or relative and forego the hotel. Information about employers participating in the CAPITAL Program is available on the PILF website.

  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 callback interviews to the same city at the same time, the interviewing employers will share the expense of your trip. Typically, you will select one employer to be your “host.” Your host employer will receive your receipts, reimburse you and bill the other(s).

- **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.

- **How long does the interview last? Will it involve lunch or dinner?** Many employers have two callback interview times, and you may be able to choose your time depending on your preferences and employer availability. Some employers begin around 9:30 a.m. and end at 2:00 p.m., with lunch included. Others will have you arrive in the mid-afternoon and stay until around 6:00 p.m. “Call back days” which include social activities and meals, are a growing trend in some regions.

  **We do not recommend scheduling two callbacks on one day. If you do interview with two employers in one day, schedule the interview with your preferred employer in the morning when you are likely to be the most alert.**

2. 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. 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. If you will be leaving for the airport directly from the callback and need to bring your luggage with you, politely ask the receptionist for an appropriate place to store it during your callback.

- 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.

- Be prepared to discuss why you believe you would make a valuable contribution to the employer. What unique experience, knowledge and substantive skills do you have to offer? You must demonstrate not only why you believe the employer is a great fit for you, but also why you would be a great addition to the employer.

- Read your interviewer’s style and personality. Some interviewers prefer to have control of the situation and ask most of the questions, while others are hoping you will fill the half hour with less effort on their part. In either case, plan to mention your personal highlights and be prepared with numerous thoughtful questions.

- 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 and respectful.
3. 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. 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.

4. 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.

5. After the Callback Interview
- Should I write a thank you letter after a callback interview; if so, to whom should I send it? Yes, preferably a personalized note to each person with whom you met. 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.

F. Expenses and the Reimbursement Process
Many firms and other private sector employers will cover the cost of interview-related expenses. Public sector employers – including pubic interest organizations and government agencies – typically do not offer to cover such expenses. If you have questions about expenses or reimbursement, contact your CPDC counselor.

- What are reasonable interview expenses? There is not a comprehensive list of acceptable expenses. The following is a list of items that typically qualify for reimbursement by the employer, and items that you should not expect the employer to pay for:

  Typical Expenses:
  - Airfare
  - Hotel Room
  - Taxis
  - Airport Parking Fees
  - Meals (within reason)
Do **not** expect the employer to pay for the following expenses:

- Hotel internet access fees
- Hotel dry-cleaning bill
- In-room movies
- Mini bar purchases
- Cocktails at a bar
- Pet-sitting service
- Flowers sent to a spouse back home
- Long distance phone calls
- Weekly health club fee
- Weekend hotel stay in connection with a Friday/Monday interview
- Limousine to and from the hotel
- Forgotten toiletries

If you have a question about what constitutes an acceptable expense, please check with the recruiting department of the employer or with your CPDC counselor.

- **How does the reimbursement process work if I visit more than one employer on a callback trip?** You should select one employer to be your “host” and communicate this to all of the employers with which you are interviewing on the trip. You will send all of your receipts to the “host” employer and they will bill the other employers for their portion of your expenses. It does not matter which employer you select to be your “host.” Splitting costs is a common practice and employers appreciate it because it saves them money.

- **How do I get reimbursed for my expenses?** After your trip, complete a NALP Travel Expense Reimbursement Form. The form is available on NALP’s website and in the CPDC. Send the completed form and your receipts to the recruiting coordinator of your host employer. Remember to keep a copy of the form and the receipts for your records.

**G. The Offer of Employment**

_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 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). **For sample letters accepting and declining offers of employment, see Appendix K to this manual.**

1. **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.
That said, 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. **Think of everyone you meet during your job search as a networking contact.** 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.

### 2. How Long May I Hold An Offer?

Duke adheres to the NALP timing guidelines for managing job offers for all public and private sector employers. The guidelines include benchmarks for how many offers you may hold open, and for how long. Use our Offer Calculator at [http://www.law.duke.edu/career/offer-calculator.xls](http://www.law.duke.edu/career/offer-calculator.xls) to track your deadlines.

**The Law School strongly urges all students to make decisions regarding offers as soon as possible. While permitted by NALP, there is no reason to have more than three (3) offers outstanding at any one time. The sooner you accept or decline your offers, the better—for you, the employer, and your classmates.**

### 3. Reporting Your Offers to CPDC

The Law School Rules and Policies require that you report your job offers to CPDC promptly throughout the interviewing season. This information is important whether the offer arose as a result of OCI, writing letters, personal contacts or other means. 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.

The CPDC will ultimately incorporate this information into the Offer Report for use by next year’s students. The report for this year will not be created until Spring 2015, after the on-campus interview process and the majority of other hiring has been completed. By reporting your callback interviews and offers in the system, you will help insure complete and accurate data for next year’s students. Rest assured that all information is handled with the utmost confidentiality.
Appendix A

Career Exploration & Employer Research Resources
RESOURCES FOR CAREER EXPLORATION
AND EMPLOYER RESEARCH

When asked what distinguishes their preferred candidates, employers inevitably offer up 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.

Law Firm Directories and Ratings:

Top Sites:

- **Benchmark Litigation** ([http://www.benchmarklitigation.com/](http://www.benchmarklitigation.com/)) rankings and descriptions of local litigation firms and attorneys including “future stars.”
- **Chambers – USA, Global and Associate** These publications, available in book form in the Career Center and online at [http://www.chambersandpartners.com/USA](http://www.chambersandpartners.com/USA), [http://www.chambersandpartners.com/Global](http://www.chambersandpartners.com/Global), and [http://www.chambers-associate.com/](http://www.chambers-associate.com/), rank law firms and individual attorneys by state and practice area from a client’s perspective. These resources can help you discover potential employers with strengths in your practice area and region of interest. Chambers is also a good resource to research firms with which you are interviewing, including unearthing the strengths of a particular branch office and identifying the most prominent partners or firm leaders. Finally, use the “Practice Area Definitions” section to help you understand your practice options and to ensure that use industry terms correctly during interviews.
- **Martindale-Hubbell Directory.** The Martindale-Hubbell Directory is one of the most comprehensive resources for information on law firms of all sizes and on individual lawyers. Available online at [http://www.martindale.com](http://www.martindale.com), this Directory provides information about the educational backgrounds, professional affiliations, and sometimes practice specialties of individual lawyers at different legal employers.
- **NALP Directory.** [http://www.nalpdirectory.com](http://www.nalpdirectory.com) profiles hundreds of law firms, large non-profit and governmental organizations. The online version allows for mail merging, searching, and offers other useful tools. This directory is a smaller subset of the employers listed in the Martindale-Hubbell Directory, so it should not be considered an exhaustive listing of potential employers.
- **Super Lawyers** ([http://www.superlawyers.com/](http://www.superlawyers.com/)) is a rating service of outstanding lawyers from a variety of geographic and practice areas.

Boutique Firms:

In addition to the above resources, researching employers with fifty or fewer attorneys often requires students to get a bit more creative with their research. Students are encouraged to consider the following:

- Speeches and conferences – for both participation and sponsorship;
- Articles and texts – for both authors and contributors;
- State and local Bar Associations; including section chairs and members – i.e. The Association of the Bar of the City of New York ([www.abcny.org](http://www.abcny.org));
- Clients or Businesses who can “light the way”; and
- The “trades”
  - New York Times
  - Wall Street Journal (including WSJ Legal Blog)
  - American Lawyer
  - Law.com
Legal News & Networking Resources:

Top Sites:
- The American Bar Association ([http://www.americanbar.org/aba.html](http://www.americanbar.org/aba.html)) provides career advice and resources. Look under “Resources for Lawyers” and then the “Career Center” tab for The Job Board which contains on-line job listings, although many of the posted jobs require experience.
- Duke Law Alumni Directory ([http://law.duke.edu/alumni/](http://law.duke.edu/alumni/)) is a directory of all Duke Law alumni. You can do a search by various filters including, geographic, practice area, and name.
- Internships-USA ([www.cei-internship.squarespace.com](http://www.cei-internship.squarespace.com)) lists more than 3000 organizations offering internships for college and law students, but requires a user name and password. One can be obtained from the Career Center.
- LinkedIn ([www.linkedin.com](http://www.linkedin.com)) The Duke Law alumni group has more than 2,000 members, with many more on LinkedIn. It’s a great tool to find graduates in your region or with shared interests.
- Practical Law Company ([http://practicallaw.com](http://practicallaw.com)) offers many key networking and legal news resources all in one place. In addition, practice area summaries and related glossaries you can search, review and compare summaries of market recent deals and filings, and stay on top of current trends.
- Rival Edge ([http://www.rivaledge.com/](http://www.rivaledge.com/)) access pertinent information on more than 400 firms nationwide. Use the site to efficiently find thought leaders, follow alumni, and get daily email alerts on particular firms.

Additional Resources:
- Building a Better Legal Profession ([http://www.betterlegalprofession.org](http://www.betterlegalprofession.org)) is a national grassroots movement that seeks market-based workplace reforms in large private law firms. By publicizing firms’ self-reported data on billable hours, pro bono participation, and demographic diversity, this site draws attention to the differences between these employers.
- BYU Intercollegiate Job Bank ([https://www.law2.byu.edu/career_services/jobbank/](https://www.law2.byu.edu/career_services/jobbank/)) focuses primarily on job postings for alumni, however, in some instances, you may find job postings for other class years as well.
- NAWL ([http://careers.nawl.org](http://careers.nawl.org)) offers employers targeted access to quality women professionals, along with quick and easy job posting and online job activity reports.
- Many State Bars or State Bar Associations have job listings and information for networking contacts.

Public Interest, Government, Non-Profit and Environmental:

Top Sites:
- PSJD.ORG: ([www.PSJD.org](http://www.PSJD.org)) This comprehensive site is perhaps the first stop in a government or public interest job search. Based on Duke’s membership, it is free to all Duke students and alumni. Before you actually apply for jobs, visit the Resource section which has great information
about many types of positions (including a “must read” section for Federal Government Employment, prosecutors’ offices, public defender offices and more.) The site also includes job postings and contact information for all kinds of organizations for your outreach efforts. Apply broadly – do not restrict your applications to organizations with posted positions but write to others you identify as many welcome interns but do not post positions.*

- **The Government Honors Guide:**
  [http://www.law.arizona.edu/career/honorshandbook.cfm](http://www.law.arizona.edu/career/honorshandbook.cfm) This is the best resource for federal and state government internships and post-graduate honors programs. See the APPENDIX for deadlines and positions by class year. Always also go to individual agency websites. It is important to note that there are many agencies that do not post summer internships but would like to have volunteer interns (funding may be available at Duke Law). Also, search state law websites for state programs.*

- **Yellow Books/Leadership Directories:** Allow you to search leaders and staff in all kinds of organizations including government agencies, non-profits, colleges and universities, courts, NGOs and more. You can search to find full contact information for department heads, regional office heads, general counsel and more. You can also find outreach contacts by undergraduate or law school affiliation.

- **The Public Policy Handbook:** The handbook lists internships and post-graduate positions that are public policy related. Students can access it at: [www.law.arizona.edu/publicpolicyhandbook/](http://www.law.arizona.edu/publicpolicyhandbook/).*

- **Opportunities in Public Affairs:** [www.opajobs.com/login_subs.php](http://www.opajobs.com/login_subs.php) Includes internships and jobs on the Hill, in government/legislative affairs, and more. There is an Entry Level Positions and Internships Section but we encourage you not to restrict your search.*

- **Idealist.org:** This is one of the best sites for non-profit job postings. You can set it to email all new legal job postings to you on a daily basis.

**Additional Resources:**


- **Alliance for Justice** ([http://www.afj.org](http://www.afj.org)) is a national association of environmental, civil rights, mental health, women’s, children’s and consumer advocacy organizations. The site has information, internship and job announcements for the Alliance and links to its members’ websites.

- **American Civil Liberties Union** ([http://www.aclu.org](http://www.aclu.org)) is a nonprofit, nonpartisan public interest organization devoted exclusively to protecting the basic civil liberties of all Americans and extending them to groups that have traditionally been denied them. The site has information and job announcements as well as summer programs for the Union.

- **The Department of Justice** ([http://www.usdoj.gov/oarm](http://www.usdoj.gov/oarm)) lists openings including summer jobs and jobs under the Honors Program.

- **Ecomall** ([http://www.ecomall.com](http://www.ecomall.com)) provides extensive directories of grassroots environmental organizations under the heading In House Resources Non Profit Groups.

- **Environlink** ([http://www.envirolink.org](http://www.envirolink.org)) is a directory of environmental organizations and also lists job and internship postings.

- **Foundation Center** ([www.foundationcenter.org](http://www.foundationcenter.org)): Provides information about every foundation in the country and includes a jobs database.

- **National Center For State Courts** ([http://www.ncsc.org](http://www.ncsc.org)) links to numerous state, federal and international court sites. There is a section on jobs in state court systems across the country.

- **National Legal Aid and Defender Association** ([http://www.nlada.org/Job](http://www.nlada.org/Job)) provides legislative updates, information on civil legal and public defender related legislation and NLADA conferences. Job listings can be found by clicking on Job Opportunities and are organized by region. It is strongly advised that you also go to a state of interest’s own Legal Aid website or to the Legal Services Corporation website.

- **National Association of Attorney’s General** ([www.naag.org](http://www.naag.org))
• **Roll Call Jobs** ([www.rcjobs.com](http://www.rcjobs.com)): Features jobs in government affairs, lobbying and other positions with organizations that do lobbying or other work with the federal government.


• **U.S. Senate** ([www.senate.gov/visiting/common/generic/placement_office.htm](http://www.senate.gov/visiting/common/generic/placement_office.htm))

Look online, or call directly, State Attorney Generals’ Offices (many, including NC, have summer internship programs); local District Attorneys’ offices; and state or local Public Defenders’ Offices. Some list summer jobs on their websites, others can tell you if you call them directly, and for others you should simply apply. These jobs may or may not pay summer associates (in which case alternate funding may be available elsewhere).

**International:**

• Duke Law’s Searchable Database of International Opportunities
  [https://www.law.duke.edu/career/students/llm/internships/](https://www.law.duke.edu/career/students/llm/internships/)

• The Hague Justice Portal (click on vacancies):
  [http://www.haguejusticeportal.net](http://www.haguejusticeportal.net)

• ABA List of Internships with International Law Firms, Summer 2011
  [http://www.americanbar.org/intlaw/intlinternship.html](http://www.americanbar.org/intlaw/intlinternship.html)

• Internship opportunities at the United Nations:

• Eurobrussels (a comprehensive website listing vacancies within EU institutions and international organizations, as well as some EU law firms) [http://eurobrussels.com/jobs/internship](http://eurobrussels.com/jobs/internship)

• PSJD Guides to Finding International Public Service Opportunities

*These sites require a password to search; you can find those passwords within the 1L Toolkit at [http://law.duke.edu/career/1l/resources/](http://law.duke.edu/career/1l/resources/).
PLI Law Student Scholarship Application

PLI awards scholarships covering the full or partial tuition cost for attending its seminars. Law students generally receive full scholarships to most programs. 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.)

Full scholarships are not available for audio 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 212-824-5871
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’): ________________________________ CITY (or ‘web’): ________________________________

FOR OFFICE USE ONLY
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/Email
   - Brief, clear and polite.
   - Lays the foundation for a future call.
   - Your note/email should tell the person:
     - Who you are (including any “common ground”)
     - Where you got his/her name
     - Knowledge or information you seek
   - The note should also:
     - Ask for 15 minutes of time
     - Explain how best he/she can reach you, or when you will call
       - 3-7 days later
     - Express your thanks for his/her 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 – be polite!
   - 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 be speaking?”

6. Follow Up & Follow Through
   - Send thank you notes/emails – PROOFREAD!
   - 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.

- LISTEN! Don’t get so caught up in your questions that you fail to listen to the advice being rendered.

SAMPLE INTERVIEW QUESTIONS (pick a few):

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?

- Did you have the opportunity to choose your practice area or was it dictated by the firm?

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 kinds of 1L/2L summer opportunities 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 in your practice?

• 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 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?

**After the Interview:**

• Stop and make notes of the discussion as quickly as possible so that you do not forget any advice.

• Make sure you have the correct spelling of anyone’s name who your host suggested you contact.

• Refer to these specific items in your thank you note.
Networking 101: Introductory Letter/Email 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.

Dear Mr. Jones,

I am a rising second-year law student at Duke University with a developing interest in commercial real estate law. In reading the July 1, 2014 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
Samuel.Smith@duke.edu
919-XXX-XXXX

Dear Ms. Kim,

I am a rising second-year law student at Duke University hoping to practice appellate law after I graduate. Professor James, my civil procedure professor, suggested that I contact you to learn more about the field, and specifically your Washington D.C. practice. Would you be willing to speak with me by telephone for no more than 20 minutes when you have a few minutes? Thank you very much for your time and I look forward to speaking with you.

Best regards,

Joe Jackson
Joseph.Jackson@duke.edu
919-XXX-XXXX

Dear Mr. Rodriguez,

I am a rising second-year law student at Duke University with a background in environmental activism. I intend to focus my post-graduation practice on the protection of wetlands and would be very interested to learn more about your work at the Everglades Project. I will be visiting southern Florida the first week of August and would love to meet you for coffee near your office if you are available. If that is not convenient for you, would you be able to speak by telephone sometime this summer? Thank you very much for your time and I hope to meet you soon.

Best regards

Carrie Crawford
Carrie.Crawford@duke.edu
919-XXX-XXXX
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. See below for three scenarios and examples of how to handle them.

“ELEVATOR PITCH” EXAMPLE #1 – THE ELEVATOR

SCENARIO: YOU ARE A CURRENT DUKE 1L STUDENT WHO HAS JUST DROPPED OFF YOUR RESUME AND COVER LETTER WITH THE RECEPTIONIST OF A LARGE NYC FIRM FOR DELIVERY TO THE RECRUITMENT SUPERVISOR. YOU STRIKE UP A CONVERSATION WITH AN INDIVIDUAL WHO IS GETTING ON THE SAME ELEVATOR AS YOU TO DESCEND TO THE FIRST FLOOR LOBBY. THE INDIVIDUAL HAS AN ID TAG ON HER DOCUMENT BAG AND IS OBVIOUSLY AN ATTORNEY AT THE FIRM.

Core Question – Who are you?
My name is ___________ and I am currently a first year student at Duke Law School.

I grew up here in Manhattan, and I have always loved the city.

I went to undergraduate school at Georgetown, but I did so with the intention of returning here to pursue my professional career.

I graduated from college with a political science degree and a fairly concrete interest in doing some kind of work in the international arena.

Most members of my large extended family live in the New York metropolitan area. Being geographically close to them is an important incentive for me to return here to live after law school.

Core Question – What do you want?
I would appreciate any advice that you can give me on how best to position myself to receive an offer to work at your firm as a 1L intern next summer. An introduction to a member of your summer program hiring committee would be even better.

I want to work for your firm this coming summer because I know that your firm is very strong in the cross-border practice area and related fields.

I have heard from two 3L Duke Law students who clerked with your firm last summer that your summer intern program is a great experience.

Core Question – Why should she give it to you?
I am sure that your firm will find me to be an attractive candidate for your summer intern program for the following reasons:

I had the very unique experience of working in Bangkok, Thailand at a small import-export company owned by a family friend during this past year immediately preceding the start of law school.

I took intensive courses in Mandarin during college, and I picked up a reasonable amount of Thai while working in Bangkok. I have an aptitude for foreign languages.
While I don’t have any grades yet to show that I am competitive with your academic hiring standards, I am confident that I will do well when final 1L grades are posted in May – I always have, so there is no reason for me to think otherwise.

I have enthusiasm, the kind of internal drive to achieve, and the ability to work well with people. On that basis, I am confident that I would be a successful participant in your summer intern program.

“ELEVATOR PITCH” EXAMPLE #2 – THE COCKTAIL RECEPTION

SCENARIO: YOU ARE A CURRENT DUKE 1L STUDENT (AND FORMER CAROLINA UNDERGRAD) WHO ATTENDS A COCKTAIL RECEPTION AT A CAROLINA ALUMNI EVENT IN RALEIGH, NC. YOU STRIKE UP A CONVERSATION WITH ANOTHER ATTENDEE WHO TURNS OUT TO BE A DUKE LAW GRADUATE AND A PARTNER AT A FOUR YEAR OLD 15 ATTORNEY COMMERCIAL LAW FIRM IN THE CITY.

Core Question – Who are you?
My name is ___________ and I am currently a first year student at Duke Law School. I have just begun my search for a meaningful law-related job for my upcoming 1L summer.

Although I am aware that many of my classmates hope that they will be heading off to New York, DC or some other large city to start their careers, I am intent on following my own path, and that means staying here in North Carolina.

I am from Manchester, New Hampshire so I have a mid-sized city background. I had a wonderful undergraduate experience at Carolina which leads me to have a very positive sense of living in this state generally and in the Raleigh/Durham area in particular.

I made many good friends in college who are staying in the state to begin their professional careers.

I grew up in a family where entrepreneurial spirit and risk taking were highly valued, and I anticipate that I will thrive to a greater degree at a smaller law firm with strong growth aspirations than I would at a larger and more established law firm.

Core Question – What do you want?
I would like the opportunity to be in touch with you either by phone or in person during the next week or two to discuss whether I would be an appropriate candidate for your firm’s summer intern program.

I have heard from a professor that I greatly respect that your firm is strong in commercial litigation and I am interested in that area of practice.

I know that your firm has a reputation for having the energy and growth orientation of a young firm, and also for strongly supporting attorneys who feel entrepreneurial about their practices.
Core Question – Why should he give it to you?

I am sure that your firm will find me to be an attractive candidate for your summer intern program for the following reasons:

I was a successful debater at the national level during my junior and senior years of college. While I am a good writer and researcher, I believe that I am a great speaker.

I took part in the Undergraduate Business honors thesis program and was a Kenan Institute Leadership Fellow at Carolina.

I have an uncommonly good start on building a network of excellent professional contacts here in North Carolina as a result of my undergraduate time at Carolina. I believe that I can cultivate them professionally if I remain in the state for my law practice.

“ELEVATOR PITCH” EXAMPLE #3 – THE POLITICAL CANDIDATE RALLY

SCENARIO: YOU ARE A CURRENT DUKE 1L STUDENT WHO ATTENDS A RALLY IN MIAMI, FLORIDA IN SUPPORT OF A “SLOW GROWTH” CANDIDATE FOR THE BOARD OF COUNTY COMMISSIONERS. YOU STRIKE UP A CONVERSATION WITH THE PERSON STANDING NEXT TO YOU WHO IS WEARING A “SAVE-THE-ENVIRONMENT” BUTTON AND HAPPENS TO BE A SENIOR STAFF MEMBER OF AN INFLUENTIAL NON-PROFIT ORGANIZATION WITH A FOCUS ON PROTECTING THE FLORIDA ENVIRONMENT.

Core Question – Who are you?

My name is ___________ and I am currently a first year student at Duke Law School.

I am very committed to working professionally in the environmental field on behalf of those attempting to stop, or at least to slow down, the destruction of our wetlands and natural wildlife habitats.

I grew up in Florida. I graduated from Emory University three years ago. I was pretty clueless about what kind of career path I should follow, so I decided to defer the decision about further educating myself until I got some real life work experience.

I spent the summer after graduating college hiking a significant stretch of the Pacific Coast Trail through parts of California, Oregon and Washington State with my 2 best friends from Emory. It was the most interesting and intense adventure in my life to date.

I began to work for the Southern Florida Everglades Conservancy after returning from our hike, and left just before starting law school this past August.

Core Question – What do you want?

I would like to work for your organization during my 1L summer. I would prefer a job with a legal orientation, but I am so committed to the cause that I would take a policy position if no legal internship is possible.

Through my work at the Everglades Conservancy, I got a very clear picture of the positive impact that your organization is having on the key issues of preserving Florida’s very important natural resources. I have great respect for your work.
My interest in working with you next summer is not only for the work experience to be gained during that
3 month period. I also would hope to stay in touch and potentially start my career with your organization
after law school graduation because I really believe you are making a difference.

**Core Question – Why should he give it to you?**

I am sure that your firm will find me to be an attractive candidate for your summer intern program for the
following reasons:

I am very focused about my commitment to work for an environmental advocacy organization, and I am
committed to being in law school because I am convinced that getting a law degree is the best way to
acquire the tools to make me useful and effective in this policy area.

While I am studying law at Duke Law School, I also have the opportunity to take courses at Duke’s
Nicholas School of the Environment where I am receiving further education about specific environmental
policy areas of interest.

I am member of Duke’s Student Association of Wetland Scientists (SAWS) because of my interest in
wetlands’ ecological functions and values, and I chair a committee despite my relatively short period of
time with the organization.

I am confident that I have the personality and work ethic, and that I am acquiring the legal skills, all of
which will make me valuable to your organization as a staff member, both over the summer and perhaps
even on a long term basis.
Networking 101: Using LinkedIn as a Key Resource in Your Job Search

In a nutshell
LinkedIn is a social networking website used by over 225 million people in 200 countries. Unlike Facebook, its main rival in terms of size, LinkedIn is designed specifically for professional networking and is quite helpful to students seeking to establish a professional presence and expand the circle of their professional contacts.

Your LinkedIn Profile
Your profile is the foundation of your LinkedIn presence and should describe your career history and education. Do not forget to include a photograph of yourself dressed in professional attire. You should list your educational accomplishments and provide clear and succinct descriptions of work experiences using the same level of care as you would with a resume. Consider listing other relevant or interesting background, such as details about your undergraduate degrees, affiliations, articles or books you have written, volunteer experience and other related content. You have the option to change the order of the sections in the profile page – put the sections that highlight your strengths at the top of your profile.

Summary page
An often overlooked feature of LinkedIn is the summary page, which serves as a written version of your 60-second “elevator pitch.” Do not let it go to waste! It can be a great way to quickly establish your substantive and geographic interests while listing essential skills and accomplishments. It is a “hook” that should entice a prospective employer to keep reading.

Keys to Success on LinkedIn

Expanding your Professional Network
Start by joining the alumni pages of your undergraduate alma mater, as well as the Duke Law alumni page. Next, you should join groups on LinkedIn that match your professional interests. Make sure that your profile is public, and create a “vanity URL” rather than the generic jumble of letters and characters that LinkedIn assigns you by default. Consider adding a hyperlink to your profile in your email signature. Finally, when sending invitations to connect on LinkedIn, do not rely on boiler-plate language; instead, craft short personalized notes about yourself and the reasons for connecting.

Collecting Contacts
- Synchronize your LinkedIn profile with your lists of Gmail and Outlook contacts
• Quality almost always trumps quantity when it comes to the size of your professional network. Because your contacts can often see your first- and second-degree connections, take care to connect with people who reflect positively on you and the image you are trying to craft.

• Make sure your LinkedIn privacy settings are configured in a way to make it easy for prospective contacts to add you. This means you should NOT restrict invitations to people who already have your email address.

• Use LinkedIn’s “People You May Know” feature, which employs LinkedIn algorithms to generate a list of people with whom you have common connections, interests, or shared affiliations. It can be a great way to expand your network and create new contacts.

• As additional professional’s both join and expand their use of LinkedIn daily, regularly review the membership lists of organizations which you have previously joined for new contacts. It can be another great way to meet legal professionals in your target cities and practice areas.

**Improve your visibility**

Building a LinkedIn presence is more than just collecting contacts and creating a compelling profile. The “social” element of LinkedIn entails engaging with these contacts in a way that demonstrates professionalism, passion, and dedication. To do so effectively, consider posting regular updates but be mindful of their frequency and content. Appropriate updates can include interesting articles about a specific legal subject, information about significant accomplishments both in Law School and beyond, volunteer activities, etc. Unlike Facebook, be very careful not to post too much – the clutter is likely to annoy your contacts and might even cause some of them to drop you from the network. We advise against posting more than one update a week.

In addition to posting updates, you can also comment on posts of others as long as you do so in a professional manner. Do not start lengthy arguments on LinkedIn and avoid commenting on posts that are inflammatory or otherwise unprofessional.

**Recommendations and Endorsements**

Consider reaching out to your professors, work supervisors or former colleagues to ask them to write a brief endorsement of a particular skill or experience you have listed on LinkedIn. You can also endorse others’ skills/experiences, provided your endorsement is based on personal knowledge. Avoid endorsing someone with far more experience, or endorsing a skill that you are not “qualified” to assess.

**Beyond the basics**

To learn more about how to become a power user of LinkedIn, consider the following articles:

1. **Seven Ways to Make LinkedIn Help you Find a Job (Forbes.com):**

2. **LinkedIn Best Practices by Dimitri Mastrocola (Partner, Major, Linsey & Africa)**
   http://www.slideshare.net/dmastrocola/linkedin-best-practices-4818233

3. **How Law Students Should Use LinkedIn (Lawyerist.com)**
   http://lawyerist.com/how-law-students-should-use-linkedin/
Appendix C

Making Contacts I: Mining Your Existing Resources
Making Contact I: Mine Your Existing Resources
Where do you have existing professional good will? Where do you have personal good will? Family? Friends? Neighbors? Former Colleagues?

Former Employers/Professional/Academic Contacts:

Summer Job Employers:

College/Graduate School Faculty:

College/Graduate School Classmates:

References for your Law School Applications:

Family/Personal Friends and Contacts:

Relatives (Lawyers):

Relatives (Clients of Lawyers):

Neighbors (Lawyers):

Neighbors (Clients of Lawyers):

Clergy/Members of your Spiritual/Religious Community:

Contacts from Civic/Volunteer/Political Organizations:

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

Current Academic Contacts:

Duke Law School Faculty:

Duke Law School Alumni:

Other Duke University Acquaintances:

Duke Law School Classmates (JD & LLM):
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 Resources, Blogs, Treatises, etc. Every Practitioner in this Field Must Have:

Important Bar Associations or Interest Groups in this Field Available to Law Students:

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

Duke Law School Faculty in Your Area of Interest:

Duke Law Alumni in Your Area of Interest:

Duke University Alumni in Your Area of Interest:

College/Graduate School Alumni in Your Area of Interest:

Your “Wish List” of Practitioners in this Field (if you could interview anyone), and who in the Duke Law School community might have a connection to these individuals:
Appendix E

Sample Resumes
**Required Duke Resume Format**

**Local Street Address**
Durham, North Carolina 27707

**FULL NAME**
(919) 999-9999
emailaddress@duke.edu

**Permanent Street Address**
City, State  Zip Code

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**EDUCATION**

**Duke University School of Law**, Durham, North Carolina  Juris Doctor expected, May 2017

- **GPA:** 0.00
- **Honors:** Scholarships (description of criteria if not well-known)
- **Activities:** Student Groups, position or office

*If you are applying for a public interest job or your job experience is limited, consider moving key activities to “Experience” category and include a detailed description.*

**Undergraduate Institution**, City, State  

Full Name of Degree in Major, *latin honors*, Month and Year of Graduation

- **GPA:** 0.00
- **Thesis:** Title of Thesis
- **Study Abroad:** Name of Program, City and Country, Date
- **Honors:** Scholarships — description of criteria if not well-known
- **Activities:** Student Groups, position or office

*Include if publication-quality research or if the topic is relevant to the organization to which you are applying.*

**EXPERIENCE**

**Employer**, City, State

*Title, Month Year – Month Year*

- **Describe job functions using strong action verbs. Use past tense (unless you are currently employed in the position) and active voice.**
- **If an organization is unfamiliar, incorporate a description to give it context.**
- **Be succinct, but use enough detail to distinguish your experiences and achievements.**
- **Describe large or important projects and focus on any industry sectors, client/customer groups, or skills that are relevant to your prospective employer. Focus on results – how did you add value?**

**Employer**, City, State

*Title, Month Year – Month Year*

- **Use your descriptions to show that you have the skills employers value, including communication (written and oral), problem solving, organization, perseverance, judgment, research ability, negotiation, client management, efficiency, team work, commitment, and an ability to work under pressure.**
- **Make your experience sound interesting so the employer wants to meet you and learn more.**
- **Demonstrate how you added value to a project, company or organization.**

**ADDITIONAL INFORMATION**

Do NOT include “References available upon request,” because that is assumed.

Native/Fluent/Proficient/Knowledge of Foreign Language. Describe special skills or interests.

Be prepared to be interviewed in the language you list if you state that you are fluent or conversant.

Include unusual skills, relevant certifications, hobbies and/or a brief description of jobs or unique experiences not found elsewhere on your resume. Avoid potentially controversial activities, including any related to alcohol or gambling. Focus on interests or activities which demonstrate discipline, teamwork, leadership, initiative, confidence or dedication — traits of successful lawyers. Avoid very general activities that are unlikely to spark conversation.
HENRY S. JAMES

224 Brandywine Boulevard  (919) 765-4321
Durham, NC  27707  henry.james@duke.edu

13 Main Street
San Diego, CA  23232

EDUCATION

Duke University School of Law, Durham, NC
Juris Doctor expected, May 2017
Activities: Environmental Law Society, Treasurer
Health Law Society

Stanford University, Palo Alto, CA
Bachelor of Arts in Political Science, May 2014
GPA: 3.43
Thesis: The Role of Technology in Late Twentieth Century American Espionage
Honors: Senior Thesis Award — awarded by Political Science Department for best thesis
Working Student Scholarship
Activities: Stanford Debate Society
Club Ice Hockey, Team Captain

EXPERIENCE

Habitat for Humanity East Bay, Oakland, CA
Volunteer/Team Captain, Summers 2012 & 2013
- Coordinated teams of volunteers and worked with residents to construct affordable homes for disadvantaged families.
- Developed and implemented strategy for semi-annual fundraising drives. Led volunteer committee and collaborated with permanent staff to identify and market budgetary priorities.
- Maintained prospective donor database and planned events, including sponsorship breakfast.
- Managed projects at demolition and rehabilitation sites to salvage building materials for use in Habitat projects and for resale in the Habitat ReStore, raising funds and diverting refuse from landfills.

Camp Foxwood, Portland, ME
Counselor, Summers 2010 & 2011
- Supervised groups of boys between the ages of nine and twelve at this nature-themed overnight camp for four two-week sessions each summer.
- Encouraged the development of campers’ leadership, teamwork and communication skills through sports, arts and other activities. Created and taught classes on first aid and wildlife appreciation.
- Selected by campers as “Foxwood’s Favorite Counselor” on more occasions than any other member of the counseling staff.

ADDITIONAL INFORMATION

Proficient in Spanish and French. Completed two-month camping and mountain climbing trip in Alaska, including successful summit of Denali, in summer 2013. Worked over 30 hours per week at one of Palo Alto’s busiest night spots to help finance undergraduate education (Smitty’s Downtown Pub, September 2010 – May 2013).
Duke Class of 2017 Resume as a 2L Format

NILA L. ADAMS
111 River Bend Way
Durham, North Carolina  27705
nila.adams@duke.edu
(919) 383-2222

EDUCATION

Duke University School of Law, Durham, NC
Juris Doctor expected, May 2017
GPA: 3.33
Honors: Moot Court, Board Member and Hardt Cup Finalist
Activities: Duke Bar Association, Alumni and Development Committee 2L Representative
Black Law Students Association, Programming Chair
Business Law Society

Duke-Geneva Institute in Transnational Law, Geneva, Switzerland
Summer 2015

University of California, Berkeley, Berkeley, CA
Bachelor of Arts with distinction in Literature, May 2011
GPA: 3.64
Study Abroad: Oxford University, England, Fall 2009
Activities: Community and Peer Health Educator
Berkeley Daily News, Staff Editor

EXPERIENCE

Dorsey & Whitney LLP, Missoula, MT
Summer Associate, July – August 2015
Conducted due diligence review and identified business and legal risks regarding the acquisition of a software company. Drafted Stock Purchase Agreement, closing certificates and board and stockholder resolutions for venture financing transactions. Researched various securities law and corporate law topics and wrote memorandum, which was referenced by client’s board of directors in making governance decisions. Attended meetings with city government planning commission regarding water use and financing.

The Honorable Ronald R. Debb, U.S. District Court, District of New Jersey, Newark, NJ
Judicial Intern, May – June 2014
Analyzed issues and prepared opinions and bench memoranda on substantive and procedural motions, such as summary judgment. Conducted extensive research and drafted complex habeas corpus opinion. Participated in daily conferences with Judge Debb to consider legal topics in a variety of criminal and civil cases, including federal sentencing guidelines and jury selection.

ASA Communications, Inc., New York, NY
Summer Associate, May – August 2013
Researched and evaluated corporate communications strategies, including print, television and new media marketing plans. Prepared and presented advertising campaign proposals for industry competitions. Team won award for best telecom industry presentation at regional conference.

Curtis Brown, LTD., New York, NY
Assistant to Literary Agent, July 2013 – April 2014
Reviewed thousands of manuscripts and query letters for publication potential and prepared written appraisals of such submissions for internal use. Composed letters of introduction for texts sent to publishing houses for evaluation.

ADDITIONAL INFORMATION

Proficient in Spanish. Accomplished concert pianist; toured extensively in Western Europe as member of junior symphony.
PATRICIA L. YU
123 Acme Street (919) 967-0000 72 Fairway Drive
Durham, North Carolina 27705 patricia.yu@duke.edu Eastchester, New York 10582

EDUCATION

Duke University School of Law, Durham, NC
Juris Doctor expected, May 2017
GPA: 3.42
Honors: Duke Law Journal, Staff Editor
Make a Difference Scholarship — awarded for exemplary community service
Note Topic: The Evidentiary Challenge of Abuse Accusations in Divorce Proceedings
Activities: Intramural Football, Graduate League Champions
Public Interest Law Foundation, Fundraising Committee

Asia-America Institute in Transnational Law, Hong Kong
Summer 2015 Completed upper-level coursework in International and Comparative Law

University of Iowa, Iowa City, IA
Bachelor of Arts in Rhetoric, May 2014
GPA: 4.2/5.0
Honors: Dean of Student Affairs Scholastic Achievement Award
Religious Studies Department, Research Fellowship
Activities: Multi-Cultural Student Advisory Committee, Secretary

EXPERIENCE

Department of Children & Family Services, Oklahoma City, OK
Legal Assistant, Summer 2016
• Drafted petitions and motions submitted to the court on behalf of clients in guardianship disputes, including a successful probate guardianship transfer and the appointment of a temporary guardian.
• Researched termination of parental rights and other related issues arising under the Juvenile Court Act for attorney’s reference during oral arguments.
• Prepared cases for administrative hearings by determining the sufficiency of the evidence, creating case theory memoranda, and drafting direct and cross-examination questions.

Families First! Legal Clinic, Washington, DC
Senior Student Clerk, Spring 2015
• Represented indigent clients before administrative law judge in claims related to disability and public assistance benefits, resulting in an average increase in benefits of $300/month per client.
• Participated in all aspects of divorce and landlord/tenant cases, including interviewing and corresponding with clients, filing petitions and motions, and presenting evidence at prove-up hearings.
• Drafted and argued petitions for Plenary Orders of Protection on behalf of domestic violence victims before Maryland state court judges.

Winnebago County Public Defender, Granville, Ohio
Legal Extern, Summer 2014
• Researched and wrote memoranda on legal and evidentiary issues in areas such as search and seizure, appeal rights, jury instructions and hearsay exceptions. Portions of memoranda were incorporated into briefs without substantial revision.
• Conducted trial preparation, including interviewing clients and witnesses, photographing evidence for exhibits and preparing related charts and diagrams for use in court.

ADDITIONAL INFORMATION

Native Mandarin speaker. Enjoy winter camping, triathlons (participated in Hawaii Ironman Triathlon, 2011).
Appendix F

Sample Language for Resumes
**Resumes: Descriptions of Prior Work Experiences**

Consider an attorney candidate in her second year of practice at a regional law firm who remains in good standing professionally, but is seeking to relocate for personal reasons.

**Job Description, Sample 1**

Riley, Kiley & Rhett, P.A., Bethesda, MD

Associate Attorney, September 2012 – Present

- Practice health-care law, representing medical center in civil cases.
- Represent clients regarding employment-related issues.
- Collaborate with in-house legal departments on regulatory compliance.
- Assist with trial preparation.

**Job Description, Sample 2**

Riley, Kiley & Rhett, P.A., Bethesda, MD

Associate Attorney, September 2012 – Present

- Represent major academic medical center in cases alleging professional negligence in its emergency and oncology divisions; lead discovery efforts, and successfully argued motions for summary judgment resulting in dismissal of all claims.
- Investigate claims of employment discrimination asserted by medical center employees, and respond to all Charges of Discrimination filed with the EEOC. Represent medical center in all mandatory mediations before the EEOC, and coordinate defense strategy with outside counsel.
- Partner with medical center’s in-house counsel to ensure the Center’s compliance with all Environment of Care regulations issued by the Joint Commission, OSHA, CDC, and NFPA.
- Ensure senior counsel’s readiness for trial by preparing motions in limine, exhibits, drafts of counsel’s opening statement, and proposed questions for direct and cross-examination.

**Question:** Why is this second description more effective, persuasive than the first?
**Public Interest Example**

Consider a second-year student who spent her 1L summer at Legal Aid of North Carolina, and is now updating her resume for the 2L job search.

**Job Description, Sample 1**

Legal Aid of North Carolina, Raleigh, North Carolina  
*Intern*, May 2014 – July 2014  
- Assisted attorneys with representation of low-income clients in civil litigation matters.  
- Interviewed clients; shadowed attorneys in court; engaged in significant research and writing; supported attorney work by maintaining files.

**Job Description, Sample 2**

Legal Aid of North Carolina, Raleigh, North Carolina  
*Martin Luther King, Jr. Fellow and Law Clerk*, May 2014 – July 2014  
- Assisted attorneys with employment and labor law cases on behalf of farmworkers in North Carolina, including client and witness interviews, compiling interrogatory responses, drafting court documents, organizing and synthesizing voluminous discovery responses, researching and analyzing unsettled areas of employment law affecting farmworkers, and completing all paperwork and documentation in support of a U-Visa application.  
- Communicated with clients in both English and Spanish.

**Question:** Why is this second description more effective, persuasive than the first?
**Summer Jobs of Work during College**

**U.S. Department of State, Office of Russian Affairs,** Washington, DC  
*Program Assistant*, June – September 2014; December 2013 – January 2014  
- Wrote reports, memoranda and cables on national security and diplomatic relations topics for use by Department officials in meetings, speeches and official communications. Conducted research from domestic and foreign news sources.  
- Drafted official letters on behalf of Office Director, Secretary of State, and other Department officials.

**Music Television Networks (“MTV”),** New York, NY  
*Standards and Practices Intern*, May – August 2014  
- Analyzed MTV Networks and competitive programs for decency and assessed compliance with accepted media standards.  
- Worked interdepartmentally to communicate standards issues between record labels and the Network.  
- Independently conducted weekly presentations for department members nationwide on current issues and trends in print-media and trade magazines.

**The Hon. Susan Collins (R-Maine), United States Senate, Portland, ME**  
*Intern, Maine Press Office*, May – August 2014  
- Drafted press releases and conducted research on a variety of political and economic topics with national or state significance, including Senator Collin’s work as Ranking Member of the Senate Subcommittee on Transportation, Housing and Urban Development.  
- Maintained daily contact with city and state media. Regularly briefed the Senator on current issues.

**University of Michigan,** Ann Arbor, MI  
- Conceptualized, designed and executed study of the forms of racial bias expressed on an online sports-themed discussion board.  
- Administered qualitative surveys and oversaw focus group studies related to racial perceptions in college athletics.

**Katten Muchin Rosenman LLP,** Chicago, IL  
*Interlibrary Loan Specialist*, May – August 2014  
- Utilized database to procure written and electronic copies of cases, statutes, journal articles and other materials at attorney request.  
- Coordinated with library departments at neighboring firms and government offices to retrieve books and legal documents not available in the firm’s internal collection.
Post College Work

Legal Assistant/Paralegal or other Law Firm Administrative Assistant Positions

Baker Botts, L.L.P., Houston, TX
Administrative Assistant, May 2012 – July 2014
- 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 2013 – May 2014
- 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 2012 – June 2014
- 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 2011 – May 2014
- Managed editorial department of a city travel magazine with a monthly circulation of 74,000 and offices worldwide.
- Researched, wrote, edited, 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 2012 – December 2013
• 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 2013
• 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 2011 – September 2013
• 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.

Teaching & AmeriCorps

Oxford Academy, Oxford, MS
Student Advisor, August 2012 – August 2013
• 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 2013 – January 2014
• 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 2012 – September 2013
• 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.
1L Summer Working in Public Interest of Government

Mississippi Center for Justice, Jackson, MS

Intern, May – July 2015

- 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 2015

- 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 2015

- 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 2015

- Assisted in civil rights litigation aimed at improving prison and jail conditions for federal, state and local inmates and detainees.

United Nations Children’s Fund (UNICEF), Quito, Ecuador

Social Policy Area Intern, June – August 2015

- 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.
1L 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 2015
- 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 memoranda 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.

1L Summer at Law Firms

*Lenz and Staehelin*, Geneva, Switzerland
Summer Associate, May – July 2015
- 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 2015
- 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 2015
- 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 to a major golf course development project.

*Damon Morey, LLP*, Buffalo, NY
Summer Associate, June – August 2015
- 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

1L Summer as Research Assistant

Professor Neil Siegel, Duke University School of Law, Durham, NC
Research Assistant, May - August 2015
• 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 2015
• 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.

Duke Law Clinics

Start-Up Ventures Clinic, Duke Law Clinics, Durham NC
Legal Intern, August 2015 – January 2016
• Counseled entrepreneur through process of organizing mobile application-focused start-up.
• Drafted incorporation documents, software development agreement and restricted stock purchase agreement for founder’s shares.
• Advised client launching unique investment vehicle;
• Researched implications of investors’ accreditation status on fund’s marketing activities and business plan.

Children’s Law Clinic, Duke Law Clinics, Durham, NC
• Interview clients to determine the legal issues of their complaints.
• Determine and ascertain additional information needed for clients’ disability claims.
• Assist clients in obtaining their legally entitled special education rights in public schools.
• Draft affadavits for third parties as evidence for disability and special education cases.
**Externships**

**Southern Coalition for Social Justice**, Durham, NC  
*Legal Extern*, January 2016 – April 2016  
- Researched and drafted a complaint against a state agency under Title VI of the Civil Rights Act.  
- Analyzed case law and data and attended hearings for redistricting litigation under Section 2 of the Voting Rights Act.

**Duke University Office of Counsel**, Durham, NC  
*Law Clerk*, January 2016 – May 2016  
- Researched issues surrounding new “Direct Threat” standard under Title II of the ADA and presented recommended changes regarding the involuntary withdrawal policy to the Vice President and the Dean of Students.  
- Drafted EEOC position statements resulting in dismissal of claims against Duke.  
- Resolved internal dispute between Duke Health System and Duke Forest personnel.

**Significant Pro Bono Experience**

**Guardian Ad Litem**, Durham, NC  
*Volunteer Guardian Ad Litem*, September 2014-Present  
- Represent children in Durham County Family Court.  
- Draft court reports detailing children’s current situation and advocating the best interests of the children.  
- Interview and develop relationships with children, parents, guardians, and other surrounding adults to determine the best interests of the children.

**Lutheran Family Services – Immigration Services**, Greensboro, NC  
*Legal Intern*, September 2015-December 2015  
- Screened, interviewed, and represented refugees and asylees for federal immigration benefits and adjustment of status applications.

**Duke in DC**

**Department of Justice Office of International Affairs**, Washington, D.C.  
*Spring Extern*, January 2016 – April 2016  
- Drafted complaints on behalf of U.S. Attorneys for extradition hearings of fugitives wanted by Mexico for crimes committed in Mexico.  
- Drafted memoranda evaluating the sufficiency and strength of the evidence provided by Mexico to establish probable cause and satisfy dual criminality.

**National Oceanic and Atmospheric Administration**, Washington, DC  
Full-time intern as part of Duke in D.C. Externship Program. Worked in International Section. Wrote reports on Arctic shipping and ice services to be used by the US delegation for Arctic Council PAME meetings. Researched and wrote on Law of the Sea and domestic seaward jurisdictional issues.
Special Entries for JD/LLMs

JD/LLM Degree

Duke University School of Law, Durham, North Carolina

*Juris Doctor/Master of Laws in International and Comparative Law* expected, May 2017

Summer Study Abroad

Duke-Geneva Institute in Transnational Law, Geneva, Switzerland

Summer 2015  Completed upper-level coursework in International and Comparative Law

Special Entries for Transfer Students

EDUCATION

Duke University School of Law, Durham, NC

*Juris Doctor* expected, May 2017

*Honors:* List as usual

*Activities:* List as usual

Original Law School, City, State

Matriculated Month Year – Month Year

*GPA (or rank):* 0.00 (or 0/000)

*Honors:* Journal or Moot Court, *invitation extended*

Scholarships or awards (description of criteria if not well-known)

*Activities:* Student groups, organizations and community activities, *position*

Undergraduate Institution, City, State

Full Name of Degree in Major, Month and Year of Graduation

*Honors:* List as usual

*Activities:* List as usual

After a full-year at Duke Law

Duke University School of Law, Durham, NC

*Juris Doctor* expected, May 2017

Completed first year coursework at Original Law School, Month Year – Month Year

*Honors:* List as usual

*Activities:* List as usual

After Graduation from Duke Law

Including your original law school is discretionary. Your degree will be from Duke Law.
Appendix G

List of Action Verbs Commonly Used To Describe Professional Experience
**ACTION VERBS**

<table>
<thead>
<tr>
<th>accomplished</th>
<th>condensed</th>
<th>entered</th>
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<tbody>
<tr>
<td>achieved</td>
<td>conducted</td>
<td>established</td>
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<tr>
<td>acquired</td>
<td>conceptualized</td>
<td>estimated</td>
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<tr>
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<td>considered</td>
<td>evaluated</td>
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<tr>
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<td>examined</td>
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<tr>
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<td>consulted</td>
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<tr>
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<td>contracted</td>
<td>experienced</td>
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<tr>
<td>analyzed</td>
<td>contributed</td>
<td>experimented</td>
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<tr>
<td>answered</td>
<td>controlled</td>
<td>explained</td>
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<tr>
<td>appeared</td>
<td>converted</td>
<td>explored</td>
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<td>applied</td>
<td>coordinated</td>
<td>expressed</td>
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<tr>
<td>appointed</td>
<td>corrected</td>
<td>extended</td>
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<td>appraised</td>
<td>counseled</td>
<td>filed</td>
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<tr>
<td>approved</td>
<td>counted</td>
<td>financed</td>
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<tr>
<td>arbitrated</td>
<td>created</td>
<td>focused</td>
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<tr>
<td>arranged</td>
<td>credited</td>
<td>forecasted</td>
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<td>assessed</td>
<td>critiqued</td>
<td>formulated</td>
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<td>assigned</td>
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<td>assured</td>
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<td>devised</td>
<td>improved</td>
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<tr>
<td>caused</td>
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<td>incorporated</td>
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<td>changed</td>
<td>directed</td>
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<td>instituted</td>
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<td>commented</td>
<td>edited</td>
<td>instructed</td>
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<td>interviewed</td>
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<td>computed</td>
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<td>concluded</td>
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<td>involved</td>
<td>provided</td>
<td>traced</td>
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<td>issued</td>
<td>published</td>
<td>trained</td>
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<tr>
<td>joined</td>
<td>purchased</td>
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</table>
kept  pursued  transferred
launched  qualified  translated
learned  ranked  transported
leased  rated  traveled
led  received  treated
licensed  recommended  turned
listed  reconciled  uncovered
logged  recorded  updated
maintained  recruited  used
managed  regulated  utilized
matched  related  visited
measured  replaced  worked
mediated  replied  wrote
met  reported
modified  represented
monitored  researched
moved  responded
named  revamped
negotiated  reviewed
observed  assisted
operated  revised
ordered  wrote
organized  reviewed
oversaw  assisted
participated  wrote
perceived  assisted
performed  wrote
persuaded  assisted
planned  assisted
prepared  assisted
presented  assisted
presided  assisted
processed  assisted
procured  assisted
produced  assisted
programmed  assisted
prohibited  assisted
projected  assisted
promoted  assisted
proofread  assisted
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

Cover Letters: A Suggested Framework & Samples
## Crafting Effective Cover Letters: Get Ready to Write

<table>
<thead>
<tr>
<th><strong>Hiring Contact:</strong></th>
<th><strong>Key Connections/Fit</strong></th>
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<tbody>
<tr>
<td><strong>Connection (Alum, 3L, Friend):</strong></td>
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<tr>
<td><strong>Setting:</strong></td>
<td></td>
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<tr>
<td><strong>Practice Area:</strong></td>
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<tr>
<td><strong>Why This Organization?</strong></td>
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</table>

<table>
<thead>
<tr>
<th><strong>Example #1</strong></th>
<th><strong>Example #2</strong></th>
<th><strong>Example #3</strong></th>
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<tr>
<td><strong>Headline #1</strong></td>
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<td><strong>Headline #2</strong></td>
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<tr>
<td><strong>Headline #3</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Next Step:</strong></th>
<th><strong>Visiting City?</strong></th>
<th><strong>Date to Follow Up?</strong></th>
</tr>
</thead>
</table>

- 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?
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 second paragraph, and the rest of your “body” paragraphs, should flow nicely from paragraph to paragraph, fully elaborating on your thesis sentence. In this paragraph, discuss why you are specifically interested in this city/region and in this particular employer.

The third paragraph should serve as a summary of your educational background and/or work experience, organized in a manner which highlights the transferrable skills gained or refined by each experience. Back up these skills highlighted with some concrete examples, but take care to integrate these examples. Your paragraph should not come across as simply a listing of accomplishments or restatement of your resume’s job descriptions.

The main purpose of the closing paragraph is to ask for an interview. Offer to send the reader additional materials upon review, inform the reader that you will be in town during a specific period of time and available for an interview, if desired. Finally, thank the reader for his/her thoughtful consideration.
Ms. E. Joy Bryan  
Legal Recruiting Coordinator  
Ward and Smith, P.A.  
P.O. Box 867  
New Bern, NC 28563

Dear Ms. Bryan:

As a first-year student at Duke University School of Law with life-long ties to eastern North Carolina and a strong desire to live and practice law in the area, I am writing to ask that you consider my candidacy for a Summer Associate position at Ward and Smith for the summer of 2015.

As a North Carolina native, I was familiar with Ward and Smith’s excellent reputation long before I entered law school. I also had the pleasure of hearing partner and Duke Law alumnus David L. Ward speak on his antitrust practice at an event at the North Carolina Bar Association. It was especially interesting to learn about the firm’s recent involvement in antitrust litigation involving the financial industry. Given my longstanding interest in dispute resolution and positive experiences in both Contracts and Torts, I am drawn to Ward and Smith’s highly regarded Litigation Practice Group.

My education and work-related experiences have given me a number of skills that would help me contribute to Ward and Smith’s tradition of excellence. My undergraduate training in philosophy has helped me identify, analyze and write about complex legal issues, skills which I further refined while drafting trial and appellate level documents alongside attorneys at Womble Carlyle this past year. Additionally, my experiences in management on behalf of several non-profit and for-profit entities—including successfully promoting sales to new customers and serving as a representative to existing patrons in the U.S. and around the world—have enhanced my ability to effectively relate to, communicate with, and meet the needs of a diverse clientele.

I would greatly appreciate the opportunity to meet with you to introduce myself more fully and discuss the possibility of working at Ward and Smith next summer. I have enclosed a resume for your review; please let me know if you would like me to provide you with any additional materials. Thank you in advance for your consideration.

Very truly yours,

Joshua Janes

Enclosure
Dear Ms. Wiley:

I am a first-year student at Duke University School of Law with a background in children’s law and previous experience working with children with HIV/AIDS. It is with enthusiasm that I apply for a summer internship with the Whitman-Walker Clinic for the summer of 2015.

Last summer at Camp Heartland, I worked directly with nine and ten year-old children with HIV/AIDS. As their counselor, I was responsible for the emotional well-being of my campers, and throughout the summer, I counseled them on coping with their illnesses. During my time at the camp, I realized the negative impact that social stereotypes have on children whose lives are affected by HIV/AIDS, and I decided to devote my legal career to fighting this insidious discrimination.

This fall, I have continued to work on HIV/AIDS issues by assisting people with AIDS in drafting wills, living wills and powers of attorney in conjunction with Duke’s Pro Bono Project. Prior to drafting these documents, I conduct legal research to ensure that I include the appropriate language and I interview each client to determine their wishes. I believe that my research skills and credentials, combined with my dedication to this area of law, will make me a valuable member of your staff this summer.

I have enclosed a resume and a brief writing sample for your review. I will be in Washington, DC the week of December 18th and would be delighted to meet with you to discuss opportunities at your organization. Thank you in advance for your consideration.

Sincerely,

Sarah Strauss
Jane Doe, Esq.
Firm
Street Address
City State Zip

Dear Ms. Doe:

I am a rising second-year student at Duke University School of Law and am interested in being considered for a summer associate position with ________ for the summer of 2015.

While drafting briefs and advancing work product with the attorneys at the Kentucky Attorney General’s Criminal Appeals Division, I stepped out of the classroom to independently develop practical legal research, writing, and analytical skills. My dual-degrees in political science and economics, along with my law school coursework, provide me with the knowledge base to successfully transition into transactional and corporate law. Additionally, my experiences studying abroad, interning and working in customer service taught me to communicate and relate with the needs of peers and clientele as well as to adapt quickly – making the most of every situation and opportunity.

I have enclosed a resume and transcript for your review; please let me know if you would like to receive any other materials. I will be available the week of August xx and would appreciate the opportunity to meet with you. I look forward to hearing from you, and thank you in advance for your consideration.

Sincerely,

/Signature/

Enclosures
Effective Cover Letters: Judicial Clerkships

A few notes about clerkship-specific cover letters:

1. Most judges prefer a shorter cover letter. Do not use your cover letter to rehash your job experience, education, etc. Instead, use your cover letter to tell the judge what you bring to his/her chambers: excellent research and writing skills, unique qualifications and what you hope to gain from a clerkship: a unique insight into judicial practice. 3 paragraphs tops!

2. Do make sure you include certain pieces of information: a specific connection to the city or state if you have one, classes you have taken that may pertain (bankruptcy, fed courts, patent law) or, if possible, prior experience in a field relevant to the court. You should also include the names and contact details of your recommenders.

3. Do include specifics such as a connection to the city or state where the judge sits (particularly important for state court clerkships). If you have lived, worked or gone to school where you are applying, say so. Do not try to make tenuous connections by saying how much you enjoyed visiting X city. Judges see straight through such assertions. If you do not have anything concrete to offer in terms of geography, do not mention it at all.

4. Do not state that your recommenders are willing to speak with a judge without checking with your recommenders first.

5. **PROOFREAD.** This should not need to be said, but more than one promising clerk has been dinged because of a needless typo. Typos show lack of attention to detail and as one judge said recently, “If the student doesn’t care enough to proofread her own materials, what would give me confidence that she would proofread an opinion of mine?”

Following you will find sample cover letters. Do NOT copy the language of these cover letters or judges will be receiving the exact same letter. Instead, use these letters as a template, personalizing them for your own purposes.
Sample Judicial Cover Letter – District Court (Block Style)

Name
Street Address
City State Zip
Date

The Honorable John Doe
United States District Court
Street Address
City, State, Zip

Dear Judge Doe:

I am currently a second year law student at Duke University School of Law, and am writing to apply for a clerkship in your chambers. I shall receive my degree in May, 2017 and will be available to begin work any time after that.

As you may see from my transcript and resume, my undergraduate degree is in Electrical Engineering. After graduating from college I spent three years as an EE with Microsoft. It was that experience that led me to law school as I was intrigued by the interplay between business, intellectual property and the law. I am particularly interested in your chambers because of the volume of patent cases on your docket. I spent my 1L summer with Myers Bigel, an IP boutique in North Carolina, which cemented my desire to make this my focus. My time in law school has been focused on expanding my understanding of intellectual property law, and on honing my research and writing skills, primarily through my membership on the Duke Law Journal.

Enclosed please find copies of my resume, law and undergraduate transcripts, and a copy of my note for the Duke Law Journal, which is being published later this year. Also enclosed are letters of recommendation from Professors X, Y, and Z. Please feel free to contact me should you have any additional questions. Thank you for your consideration of my application.

Sincerely,

/Signature/
The Honorable Jane Doe  
United States Court of Appeals  
Street/Room Address  
City, State, Zip

Dear Judge Doe:

I am a second year law student at Duke University School of Law, and am writing to apply for a clerkship in your chambers for the 2017 term. I shall receive my J.D. in May of 2017, and will be available to begin any time after that date.

My passion in law school is, quite simply, research and writing. As you may see from my enclosed resume, I spent my first year focusing on honing those skills, and was honored to win the Bidlake Award for the best writer in my section. As an English major in college, I have always enjoyed delving deeply into and writing about issues of interest, and law school has further cemented that love. I am now a member of the Duke Journal of Law and Contemporary Problems, Duke’s oldest journal, and have written a note on XXXX, which is attached. In addition, I am a research assistant for Professor YYY, conducting research for his article considering the interplay between ZZZZ and AAA. I spent my 1L summer at XYZ firm where I was able to apply my research and writing skills to legal practice. I believe a clerkship in your chambers will give me the opportunity to gain insight into judicial practice while further improving my legal skills.

Enclosed please find my resume, Duke Law and undergraduate transcripts, a copy of my note which will be published next fall, and three letters of recommendation from Professors Y, G and Q. Please feel free to contact me if need any additional information. Thank you for considering my application.

Sincerely,

/Signature/
The Honorable John Doe  
Supreme Court of North Carolina  
Street Address  
Raleigh, North Carolina 27XXX

Dear Justice XXX:

I am a third year law student at Duke University School of Law, and am writing to apply for a clerkship in your chambers for the 2017 term. I expect to receive my J.D. in May of 2017, and shall be available for work any time after that date.

I am a native of Wilmington, North Carolina, and intend to make my career here after completion of a clerkship. I will be joining XXXX firm in XXX, North Carolina, focusing on state court litigation. While in law school I have taken classes in a wide range of subjects in order to prepare myself for a North Carolina practice. In addition, I participated in the moot court competitions in both my 1L and 2L years, and was a finalist in the Dean’s Cup my 2L year. I also worked on the Innocence Project at Duke, a clinic focused on death penalty appeals, which gave me insight into the criminal justice system of the state. Moot court competition required me to hone my legal research writing and advocacy skills, which I believe would help me contribute to your chambers.

Enclosed please find a copy of my resume, Duke Law and undergraduate transcripts, and the brief I submitted for the Dean’s Cup moot court competition. Also included are three letters of recommendation from Professors Y, Z and Q. Please feel free to contact me should you need any additional information. Thank you very much for considering my application.

Sincerely,

Signed/ Your Name
Appendix I
Sample Reference Sheet
Sample Reference Sheet

ISABELLE J. ARCHER
123 Jordan Avenue  (919) 704-5555  456 Oak Grove Lane
Durham, NC  27705  isabelle.archer@duke.edu  Columbus, OH  43202

REFERENCES

Professor Henry James, Constitutional Law
Duke University School of Law
210 Science Drive
Durham, NC 27708
james@law.duke.edu
919-555-1212

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

Henrietta Stackpole, Esq.
North Central Legal Assistance Program
212 North Mangum Street
Durham, NC  27702
Henrietta_Stackpole@NCLAP.org
919-123-9876

Be sure to include an email address for your references!
Appendix J
Sample Unofficial Transcript
Thomas M. Cogdill  
3611 University Drive, 26-A  
Durham, NC 27707  
(919) 345-6789 
thomas.cogdill@duke.edu  
240 Windmill Way  
Atlanta, GA 30305  

UNOFFICIAL TRANSCRIPT  
DUKE UNIVERSITY SCHOOL OF LAW 

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Total Credits: 30.50  
Cumulative GPA: 3.34
Appendix K
Sample Texts: Common Correspondence in the Job Search
“Thank You” notes, post informational interview

Dear Ms. Smith,

Thank you for taking the time to speak with me today about your career path, and for your thoughtful advice regarding my upcoming job search in the tri-state area. Not only did I learn quite a bit but, at your suggestion, I reached out to Mr. Brown at Levinson Cole and he has graciously agreed to meet with me over coffee next week.

I look forward to keeping in touch, and appreciate your continued advice and assistance as I begin my legal career.

Sincerely,

/Signature/

Dear Ms. Smith,

Thank you for meeting with me today to discuss the nature of your practice at Sage & Strauss, LLP. I was particularly pleased to learn about [reiterate what you learned during the meeting], and will be certain to keep abreast of future developments.

I look forward to keeping in touch, and appreciate your continued advice and assistance as I begin my legal career.

Sincerely,

/Signature/

Sample email strategically following up with those now in your network

Dear Ms. Smith,

I hope this brief note finds you well. After our conversation – thank you again for your time and insight – I took your advice to heart and started scanning the headlines of the National Law Journal each morning before class. While you may have already seen it, I wanted to pass along this interesting article, released today, highlighting the implications of the EEOC’s latest advisory opinion on employers’ use of arrest and conviction records. A link to the article can be found here, [insert hyperlink], and I look forward to keeping in touch.

Sincerely,

/Signature/
Dear Ms. Smith:

I am a first-year student at Duke University School of Law and am interested in obtaining a position with your firm for the Summer of 2015. I have attached a copy of my cover letter and resume.

I will be in the St. Louis area visiting family and friends during the winter break (December 19 – 31), and I would welcome the opportunity to meet with representatives of your firm at that time.

Thank you for your time and consideration. I look forward to speaking with you.

Sincerely,

/Sigature/

Attachments:

Sample email to employer, confirming receipt of pending application, re-expressing interest in the position

Dear Ms. Smith,

I am writing to follow up on my application for summer employment with Sage & Strauss, dated December 28, 2014. My interest in working at Sage & Strauss remains strong, and would welcome the opportunity to introduce myself more fully.

I have attached my application materials to this message for ease of reference, and would be happy to provide any additional information in support of my candidacy. I can be reached at (555) 555-5555 or at first.lastname@lawnet.duke.edu. I look forward to hearing from you.

Thank you for your continued consideration.

Sincerely,

/Signature/

Sample email to request your interview schedule in advance of callback

Dear Ms. Smith,

I am very much looking forward to my upcoming interview with Sage & Strauss, scheduled for 9:00 AM on September 1, 2015. If possible, could you please forward to me the names of those individuals with whom I will be meeting throughout the day?

Thank you, once again, for your assistance, and I look forward to meeting you.

Sincerely,

/Signature/

Sample “Thank You” emails post callback

Dear Ms. Smith,

Thank you for taking the time to meet with me on September 1, 2015. I enjoyed meeting you and your colleagues, and our discussions have only served to increase my interest in Sage & Strauss. [Note any particular take away from the conversation that you found particularly interesting]

I am respectfully confident that my legal training, experience and professional goals align well with the firm’s mission, direction and needs. In particular, [note any skills that you would like to highlight].

Again, it was a pleasure meeting you, and I look forward to hearing from you soon.

Sincerely,

/Signature/
Sample email to employer requesting coordination with other employers during the trip

Dear Ms. Smith,

I am very much looking forward to my interviews with Sage & Strauss, scheduled for 9:00 AM on September 1, 2015. I have since been invited to interview with Asbury Whitten at 2:00 PM that afternoon, and with Dale Moore on September 2.

Is it common practice for Sage & Strauss to share travel expenses with fellow employers? If so, might Sage & Strauss be willing to serve as my “host” firm for this trip?

In sum, I will gladly follow the firm’s preferred procedure in circumstances such as this; just let me know how I can best coordinate with you, and I will be certain to follow through.

Thank you, once again, for your assistance in coordinating my upcoming visit, and I look forward to meeting you.

Sincerely,

/Signature/

Sample text following up with employer of interest in the weeks immediately following 2L OCI

Dear Ms. Smith,

I had the pleasure of interviewing with Mr. Brown at Duke University School of Law on August 15, and am writing to reiterate my strong interest in working for Sage & Strauss as a 2016 summer associate. In fact, my discussion with Mr. Brown about the firm’s leadership and projected growth in two areas of personal focus served as further confirmation that I have much to offer the firm and its clients if given the opportunity.

I have attached a copy of my resume and unofficial transcript for ease of reference, and can be available for an interview at the firm’s convenience. Please do not hesitate to contact me if I can provide any additional information, and thank you for your consideration.

Sincerely,

/Signature/
Sample Acceptance of Employment Letter

Jane Doe, Esq.
Firm
Street Address
City State Zip

Dear Ms. Doe:

Thank you very much for your letter of January 15, 2016, in which your firm extended me an offer for a position as a summer associate beginning in May 2016. I am very excited about the opportunity to work for Slater & Slater this summer 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 my exams. I will contact Amory Evans in your recruiting office to arrange my start date.

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

Thank you again for this opportunity. I look forward to a productive summer.

Very truly yours,

/Signature/
Dear Ms. Smith,

Thank you very much for considering me for Hale Whitney’s 2016 Summer Associate Program, and for your offer dated September 15, 2015. I appreciated the opportunity to learn about Hale Whitney, and thoroughly enjoyed meeting you and your colleagues.

After much consideration, I have decided to accept a position with another firm and, therefore, must [respectfully decline your generous offer] [withdraw my application from consideration]. I have been consistently impressed with Hale Whitney and, as a result, this was a very difficult decision.

I wish you and your firm continued success and hope that our paths will cross again. Thank you again for your time and consideration.

Kind regards,

/Signature/
Appendix L
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 and 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 in our city?
- How do you like Duke?
- Why did you come to law school?
- What do you see yourself doing five years from now?
- 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 law school experience.
- 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?
- Do you have any idea what area of practice you would like to go into?
- What have you learned from your participation on a journal or in a clinical program?
- What is the question I should ask you, the answer to which would make me hire you on the spot?
- Tell me about your writing sample.
- Tell me about your thesis.

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 perceived as 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 employer—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 employer’s website.** 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 summer program…your formal training program…the assignment process.”
- **Can I be assured a spot in the X department?** At some firms, receiving a permanent offer in a particularly popular or smaller department can be quite competitive. The decisions are only made at the end of the summer, once the needs of the firm and the candidates’ strengths can be evaluated. It is appropriate to inquire about having exposure to the work over the summer, but that’s all.
- **For litigators**: **When will I take my first deposition/argue my first motion?** At some firms, early experience is a point of pride; at others, it is an awkward question, because the cases are so large that only more senior lawyers receive this experience—at the clients’ behest. You can get at the same information by asking litigation associates what they are working on, how their work has changed over their tenure with the firm, what work they enjoy most.
- **How much vacation time do first year associates receive?**
• What is your billable hour requirement? Is this an “actual” billable requirement, or “hours worked” requirement? Is it strictly enforced? These questions can easily be misinterpreted to your detriment; in addition, much of the information is on www.nalpdirectory.com so you should be familiar with it already.

• May I split my summer with another employer? With another office? Except in certain markets where splitting is the norm, most students wait to ask this until after they have two offers. It is also wise to discuss splitting strategy with your CPDC counselor before broaching the subject with any prospective employer.

• 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 listserv about the firm or organization, including issues about offer decisions, economic difficulties or any other awkward topics.