



LL.M. Job Search Resources Handbook

LLM JOB SEARCH RESOURCES 2014-2015

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INTRODUCTION TO THIS HANDBOOK

This handbook is intended to provide you with the tools for putting together your job search as an LLM student. We encourage you to review the materials in this handbook carefully as you consider your upcoming search and prepare your questions for your career counselor.

The first part of this handbook addresses the basic components of the job search: preparing a strong resume and cover letter and perfecting your interview skills. We provide you with advice about how to make the best first impression through polished and professional correspondence and interviewing.

In addition to resumes, cover letters, and interviews, your job search efforts should also focus on exploration/research and networking. The second half of this handbook provides helpful links and advice for researching employers and career paths of interest, as well as a “how-to” guide, and informative articles on the very important networking process. These skills are often as important, or even more important, than the resume and cover letter. Spend some time reviewing these resources at the start of your LLM program. Begin to consider your employment options, and speak with a variety of networking contacts early to get a jump start on a strong job search!

Finally, we encourage you to be creative in your use of these materials. Explore the research links for further reading, read between the lines in the lists of LLM employers to use them as a starting point for your research and mailings, and use the alumni profiles as inspiration for your future career choices.

After you have gone through this handbook, we recommend that you set up an appointment to speak with an OCS counselor about your job search strategy. As an LLM candidate at NYU School of Law, you are joining a diverse group of highly successful lawyers. We look forward to working with you throughout the year and in your long legal career ahead.

Best wishes for a happy and successful year!

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WHO'S WHO IN THE OCS

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Ms. Solomon is Director of Counseling & Career Development at the Office of Career Services at New York University School of Law, where she oversees career counseling and programming and serves as the full-time career counselor for LLM and JSD students. She also devotes her time to developing employer relations with employers of LLM and JSD candidates worldwide. She has worked in the Office of Career Services since 2003. Ms. Solomon holds a Master's Degree in International Education from the Steinhardt School of Education at NYU, with a focus on higher education administration and international student advising. She also received her B.A., *magna cum laude*, in East Asian Studies from NYU. She speaks Japanese, and she lived and worked in Japan for three years, returning to New York in 2001. Ms. Solomon previously worked for the Japan External Trade Organization, specializing in trade relations between Japan and Latin America. She lives in Queens with her family.

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Ms. Sanghvi is a part-time Career Counselor in the Office of Career Services at New York University School of Law, where she counsels domestic-trained and foreign-trained LLM students as well as J.D. students. Ms. Sanghvi previously served as an assistant director in the Office of Career Services at NYU School of Law and as a J.D. Advisor at Harvard Law School's Office of Career Services. Ms. Sanghvi also served as a corporate associate at Milbank Tweed Hadley & McCloy LLP. She received her J.D. from Columbia Law School, where she was a Harlan Fiske Stone Scholar, and her B.A., *summa cum laude*, from the University of Michigan-Ann Arbor.

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Ms. Mowry is the Program Coordinator for the Graduate Division of the Office of Career Services at New York University School of Law. She provides organizational support for all LLM recruiting, career education programming, and major interview programs. Additionally, she maintains student statistical information and is the liaison to legal employers looking to post job listings. Ms. Mowry received her B.A. in Political Science from the University of Michigan-Ann Arbor in 2008.

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OCS SERVICES FOR FULL TIME LLM STUDENTS

Academic Year 2014-2015

Students must register with the OCS to use the following services. Before you speak with an OCS counselor, we require students to complete the following steps:

- Attend the OCS LLM Job Search Workshop
- Complete your CSM profile and agree to the Terms of Use and the Principles of Professional Conduct.
- Submit your resume for review to law.ocs.llm@nyu.edu.

JOB SEARCH PREPARATION / CAREER EDUCATION

1. **JOB SEARCH WORKSHOPS:** Job search workshops targeted towards Tax and Foreign-Trained LLM students are offered at the start of the academic year. Individual sessions are also held for domestic-trained non-Tax students, based on demand. These workshops review resume writing, job search strategies, interview skills, and common job search questions from LLM students. Workshops are videotaped and can be viewed through the Video link on the Career Services Manager (CSM) at any time (see below).
2. **INDIVIDUAL COUNSELING:** One-on-one career and interview skills advice is available with an OCS career counselor throughout the year. Topics discussed may include job search plans, employer research techniques, networking advice, resume and cover letter drafting, and interview skills.
3. **RESUME & COVER LETTER REVIEWS:** Students may submit by e-mail their resume and cover letter for review. The resume and cover letter sections of the LLM Job Search Resources Handbook provide detailed instruction and helpful examples; students must review the Handbook and follow the instructions provided prior to submitting their resume or letter for review. For initial resume reviews, you must also attach the "LLM Resume Intake Form" (available in the CSM Document Library).
4. **CAREER PANELS:** The OCS coordinates career panels on various practice areas. The speakers are generally NYU graduates who share their job search and career experiences and discuss opportunities for attorneys in a variety of practice settings. Additional career programming is organized by practice area and provides an opportunity to interact with NYU alumni and friends of the Law School in a small group setting. These panels are videotaped and available through the Video link from the CSM homepage.
5. **PRACTICE INTERVIEW PROGRAMS:** The OCS organizes Practice Interview programs for foreign-trained LLMs and Tax LLMs, where students are matched with practitioners who provide a practice interview (20 minutes of interview followed by 10 minutes of feedback). The OCS also offers one-on-one mock interview sessions. This is a one-hour session with a counselor and includes a 20-minute interview and a 40-minute critique on both form and substance. Students may sign up for a mock interview at the OCS reception desk; however, as availability is limited, a counselor referral for a mock interview is usually required.

RECRUITMENT PROGRAMS / JOB LISTINGS

1. **CAREER SERVICES MANAGER (CSM) – Powered By Symplicity:** OCS uses this web-based career services system to provide students and alumni access to on-line job search resources, career events, and job listings for entry-level, experienced, and part-time positions. Students can search for jobs that

have been posted with our office, or set up search agents to automatically receive e-mail notice of new job listings. The Fall and Spring On-Campus Interview programs for Tax LLMs are administered through CSM.

2. **INTERNATIONAL STUDENT INTERVIEW PROGRAM (ISIP):** This two-day consortium interview program is held each January and brings together more than 1,000 foreign-trained law students from 32 law schools with 130+ employers interviewing for internship and permanent positions in the U.S. and overseas. Students whose first law degree was obtained outside of the U.S. or a U.S. territory are eligible to participate in ISIP. Registration for this program begins in September, and the bidding deadline falls at the end of October, students must meet the registration and bidding deadlines to participate in this program.
3. **ON-CAMPUS INTERVIEW PROGRAM (OCI):** A number of legal employers, including law firms, government agencies, and accounting firms interview Tax and International Tax LLM students on campus during the Fall (September/October) and Spring (February/March) OCI seasons.
4. **LLM IN TAXATION INTERVIEW PROGRAM (TIP):** The Taxation Interview Program (TIP) is a consortium program held in Washington, D.C. each spring. NYU Tax and International Tax LLM students interview with law firms, accounting firms and government departments from around the country.
4. **NYU'S DAY AT THE TAX COURT:** Tax LLM students interview in Washington, D.C. for clerkships at the U.S. Tax Court for the following year. Each year, between four and six NYU students accept clerkship positions through this process. Information about this program is sent to incoming Tax LLM students under separate cover this summer.
5. **RESUME DIRECTORIES:** The OCS creates LLM resume directories for Tax and Foreign-Trained students each fall to be distributed to employers at multiple events over the course of the year.

JOB SEARCH RESOURCES / SUPPORT SERVICES

1. **JOB SEARCH PUBLICATIONS AND VIDEO RESOURCES:** The OCS publishes a comprehensive LLM Job Search Resources Handbook, which includes tips on resumes, cover letters, interviewing, and networking, as well as lists of historical LLM employers and articles on the LLM job search. This handbook is available on CSM in the Document Library. In addition to the handbook, OCS prepares a number of "Tip Sheets" for specific practice areas such as Trusts & Estates, Employee Benefits, International Arbitration, and Antitrust. Tip Sheets are also available for students from specific countries or regions, including China/Hong Kong, Korea, India, Africa, London, and Latin America. A collection of videotaped career panels and workshops are available through the Video link from the CSM homepage. Links are also provided to additional materials, such as the Vault Guides and student critiques of employers through the CSM system.
2. **RECIPROCITY WITH OTHER LAW SCHOOLS:** If you are looking for a job outside the metropolitan New York City area, we can make a request on your behalf to obtain access to the career services office of another U.S. law school. Requests are limited to one school per geographic region. Because each law school has its own reciprocity policy, there may be varying restrictions on the services and resources provided, and access to an office may be limited during certain times of the year. (New York University School of Law's reciprocity season extends from mid-November through late June, therefore, requests on behalf of our students and graduates can be made only during that time period. In addition, as our policy anticipates in-person use of our office by students and graduates of other law schools, we are only able to request the same service in return.) The reciprocity

policies of most law schools are posted online at www.nalp.org/reciprocitypolicies. A counselor must approve all requests for reciprocity at least two weeks prior to your visit or relocation.

3. **SCAN, COPY & FAX SERVICE:** Students who are responding to job listings, or who are asked to send writing samples, transcripts, etc., may utilize the OCS copy machine to scan and copy documents. In addition, students can use the OCS fax machine for domestic faxes (at no cost) if required for job applications. (There is a 7-page limit on faxes sent from the OCS; however, exceptions are made with counselor approval).

LLM JOB SEARCH

A. INTRODUCTION TO THE JOB SEARCH

NYU Law has four offices dedicated to helping promote students' professional development:

- The **Office of Career Services (OCS)** provides career services to help students interested in private sector positions (law firms, corporations) consistent with his/her career goals.
- NYU's **Public Interest Law Center (PILC)** provides career services for students who are interested in public service, including working with governments and inter-governmental organizations like the UN as well as non-profit organizations (NGOs) in the U.S. and around the world.
- The **Judicial Clerkship Office (JCO)** helps graduating students pursue clerkships with judges in the U.S. Please note that federal clerkships are restricted to U.S. citizens but foreign LLMs with domestic experience may be able to apply for some opportunities with state courts.
- The **Academic Careers Program (ACP)** provides support and assistance for students and alumni pursuing careers in law teaching primarily in the US. Please note that most successful foreign-trained candidates have a JSD and substantial law review publications.

Students are welcome to use all of our career offices, which are located on the fourth floor of Furman Hall, 245 Sullivan Street.

We anticipate that many foreign-trained LLM students will return to your home country or other foreign jurisdiction once you have completed your studies at NYU. While most of our programs and services are designed for students seeking employment in the U.S., we also provide guidance to students seeking employment overseas.

B. STUDY: YOUR PRINCIPAL ACTIVITY

The LLM program is first and foremost an academic program, and one of the most important career-related activities you can undertake is your studies. An excellent record from your first law degree may make you highly marketable, but employers will expect your NYU grades to measure up accordingly. If you have an average-to-good law school record, you have a second opportunity to demonstrate to an employer that you have a special capacity in your chosen field of specialization. During your first semester here, be "career conscious" and take advantage of the opportunities available to you (e.g. job search workshops, networking with colleagues, faculty, alumni, etc., and fall OCI for Tax students), but be prudent with your time when it comes pursuing your job search independently. Many LLM employers will wait until the second semester before making hiring decision, as they will be interested in your performance in the LLM program. Focusing your efforts on your classes in the first semester will pay off! **Attend the Job Search Workshop, and then meet with a Career Counselor in the fall to determine the best timing and logistics for your individual search.**

C. TIMING OF YOUR SEARCH – WHEN TO GET STARTED

Graduate students at NYU School of Law come from a wide variety of backgrounds in terms of academic and professional experience, LLM specialization, and country of first law degree. Because of this, there is not one "right" path to succeeding in the LLM job search. The OCS will work with each student individually to assess your own background and goals, and to create your job search plan.

Tax Students: The decision of when to begin contacting potential employers should be based in part on your past academic record, work experience, and geographic preference. The general rule is that large law firms in major markets (including New York and Washington, D.C.) will want to review your first semester of grades before making hiring decisions. For the most part, we have found that large law firms prefer grades above a B+ for students in the Tax Program. Mid-sized and smaller firms, government agencies, accounting firms, and employers in smaller markets may consider you in the first semester. If you have strong connections to a particular employer, you may wish to reach out to that employer early, either over the summer or during the Fall semester, to let them know that you are enrolling in the LLM program and find out about their preferred application timing. Similarly, if you intend to return (or relocate) to another city, you might

consider contacting employers in your target city to determine the best time to apply. Students coming straight from a J.D. program, and those with little or no tax law experience, should take advantage of the first semester to focus on your grades and demonstrate your commitment to this area of practice.

International Students: International students should consider a number of factors, including the country of your first law degree, prior work experience, networking connections, past academic performance, and geographic preference. Students who plan to return to their home country (or work elsewhere outside of the U.S.) should follow standard timing and application strategies for that country. For positions in the U.S., most U.S. legal employers will wait until January to begin interviewing international students. However, students from common law countries, students with full-time legal experience (beyond internships) and Bar Membership in their home country, and students from countries with extensive business contacts in the U.S., have had some success with contacting employers in the fall. Students coming directly from law school or from countries with little or no U.S. business relationships may have limited success in securing interviews early in the academic year, and may need to work longer and harder at obtaining employment in the U.S. Recently, the U.S. legal market has suffered a severe slow-down in hiring, and while we anticipate that the U.S. economy will recover, it could be some time before legal hiring becomes more robust. Please keep this in mind as you consider your career options. While it can be quite difficult for international students to obtain regular associate or foreign internship positions in the U.S., it is not impossible. When asked to provide job search advice for future LLM candidates, graduating students recommend the following:

- 1) Make as many contacts in your home country prior to attending NYU or as early in the academic year as possible. These contacts may be able to provide invaluable introductions to firms in the U.S. via a phone call or email.
- 2) Take full advantage of all that the OCS provides in order to assist you in your job search. Do not, however, rely on finding a position directly through any one program or job search strategy. International students obtain positions in a variety of ways and it is your own creative job search activities, such as networking, and interview skills that will ultimately get you the job offers.
- 3) Remember that the U.S. job market is extremely competitive. Prepare yourself for rejection as well as unexpected opportunity.

U.S.-J.D. Non-Tax Students: Because most non-tax entry-level positions are filled by third-year J.D. students, domestic-trained non-Tax LLM students with little or no legal work experience will be applying to employers in the Fall Semester. Domestic-trained non-Tax LLMs with prior work experience will have a number of considerations when determining the best timing for applications. **All domestic, non-tax students should therefore meet with a career counselor early in the first semester to discuss the process for beginning their search.**

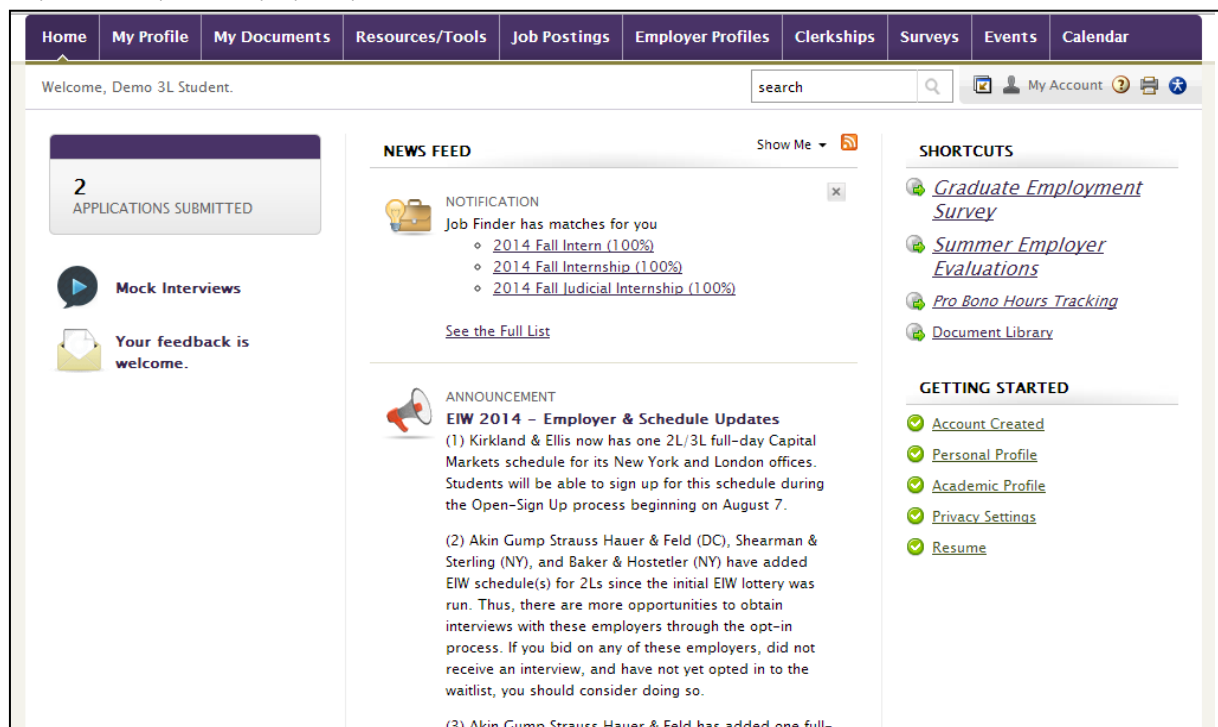
D. CONCLUSION

Due to market conditions and students' varied backgrounds, no law school can guarantee every student a job. Our services help bring the potential employer and student together, but it is the match between abilities, interests and available opportunities that determine whether an employment offer is made. We will do everything reasonably possible to assist you in achieving your career goals. Keep in mind that the success of your efforts is very closely related to your academic performance at NYU Law, as well as to your use of resources available through the OCS *and* traditional job-hunting approaches outside of this office. We look forward to working with you to determine which strategies will best serve you.

CAREER SERVICES MANAGER (CSM) USER GUIDE

The Career Services Manager (CSM) is an internet based career communications network used by the Office of Career Services and the Public Interest Law Center to post job listings, notify students regarding important job search information, post employer events, job search workshops, and other programs, link to employer research materials, and provide a variety of other career related resources. The following are basic instructions for navigating from the Main CSM Page:

<https://law-nyu-csm.symplicity.com/students>



HOME

The **Home** tab is your start page. This will give you quick access to the OCS calendar and upcoming events, as well as time-sensitive surveys and other information. We also have links here to:

- OCS Videos to view past workshops and panels
- Vault Career Resource Library for employer research
- Summer Employer Critiques Archive of JD summer employment surveys
- PSJD, where you can access public interest jobs

MY PROFILE

Fill out all of your personal information on the **Profile** page. The OCS and PILC use the information entered in your profile to search for students based on certain specifications, such as geographic preference in the job search, language ability, or prior educational experiences. Fill out the requested information for the following tabs: “**Personal Information**,” “**Academic Information**,” and “**Privacy/Skills/Job Preferences**.” It is very important that your profile is complete and up to date so that you will receive all of the important information from our offices. The OCS occasionally receives announcements from employers seeking students with particular language skills, training, or geographic interests. Make sure that you have fully indicated all of your preferences in your profile so that you will get these notices. You may update your information at any time should your job search preferences change. **If you wish to receive information from the Public Interest Law Center (PILC), you must check off “Public Interest” in your employer type preferences.**

You can also **change your password** in the “**Password/Preferences**” tab of the profile section. We recommend that you do not continue to use your Student ID Number as your password. Change your password to something easy to remember.

MY DOCUMENTS

At the **Documents** tab, you will upload your resume, cover letter, and any other relevant documents for the job search. These will be used when responding to job listings and for NYU On-Campus Interviews. You may upload more than one version of your resume or cover letter in order to target different employers. To upload your documents:

- In the Documents Tab, click on “Add New.”
- Create and enter a “Title” for your document in the “Label” box (e.g. “My Resume 2010”).
- Select the Document Type.
- Click the “Choose File” button to select the appropriate document. This must be in Word, PDF, or WordPerfect format.
- Click “Submit.”
- Once uploaded, your document will be converted to PDF format. Please review the uploaded document to make sure that it was converted correctly and your formatting was retained.
- NOTE: The maximum file size for files being uploaded to CSM is 200kb. If you have a .pdf file that exceeds this size, you may need to use .pdf compression software such as SmallPDF.com to reduce your file size. Alternatively, you may come into the OCS

You can also “opt-in” to **resume books** when you upload your resume to this site. Employers may search for students through pre-generated resume books based on certain criteria (i.e. NYU Law Tax LL.M.). You may also receive notification from the OCS of the creation of new resume books throughout the year. Click on the **Opt-In Resume Book** tab in the Documents section to view any active resume books for which you may be eligible.

RESOURCES/TOOLS

The **Resources** tab provides access to PDF versions of OCS & PILC **Handbooks** and **Tip Sheets**.

JOB POSTINGS

Through the **Job Postings** tab, you may browse/search jobs that have been submitted by employers directly to the OCS. To view a job, scroll through the list of jobs, and click the job title link for each job to review the details of the position and to apply. We strongly recommend that you set up a **search agent** to have summaries of recent job listings emailed to you automatically (see below for instructions).

You may apply to positions through CSM by selecting a resume, cover letter, and other relevant documents using the links on the right of each job listing screen. Alternatively, you may use the contact information at the bottom of the screen to write directly to the employer via mail, fax, or email.

To have job listings emailed to you:

- Click the “Advanced Search” tab.
- Check “save as” and enter a name for the search in the box (e.g., “Full-time jobs in NYC”).
- Enter your search criteria. (You can select as many criteria as you wish. Entering many criteria will reduce the number of jobs displayed. You do NOT have to select something from each criteria section).
- Click the “Submit” button.
- The jobs that meet the criteria you entered will be displayed; you can review them here.
- Click the “Search Agents” tab (you can create as many search agents as you wish).

- Click the “Schedule” button next to your new search agent.
- Choose the “Yes” option next to “Enabled.”
- Adjust the frequency of delivery to your email account (default is once per day).
- Click the “Submit” button.

EMPLOYER PROFILES

You can view a database of employer contact information through the **Employers** tab. This is not linked to job listings or OCI but is provided as a courtesy to assist you in finding contact information for employers of interest.

EVENTS

You can RSVP for Information Sessions (including presentations, employer events, and panel discussions) or OCS/PILC Events (including practice interview events and OCS-led job search and interviewing workshops) through the **Events** tab.

CALENDAR

This displays upcoming OCS events that are open to your class year. You may also save OCS appointments and other career related calendar items to this page.

CLERKSHIPS

Students applying to clerkships (other than the Tax Court) should refer to the *Clerkship Handbook* for more information about this tab.

OCI

Tax and International Tax students, please watch your email for more information about using the OCI module through CSM.

NYU SCHOOL OF LAW - OFFICE OF CAREER SERVICES

LL.M. JOB SEARCH CHECKLIST

EXPLORATION & RESEARCH:

- ☐ Revise resume following format in *LL.M. Job Search Resources Handbook*, prepare cover letter and meet with an OCS career counselor for a review.
 - Upload your resume to CSM and opt-in to resume directory.
 - Submit your resume for resume collections announced by e-mail.
- ☐ Create search agents on CSM to receive all appropriate job postings.
 - Set your geographical and practice preferences broadly.
- ☐ Explore practice areas and the backgrounds of attorneys practicing in those areas. Explore employers, focusing on practice areas, location, and culture. See resources on reverse of this checklist.
 - Schedule time each week for practice area and employer research and job search, as a class or regular appointment.
- ☐ If relevant to your background, consider public sector jobs. Meet with PILC to discuss further.

NETWORKING:

- ☐ Identify NYU law student groups and other organizations and professional associations in your target geographic area that might be beneficial for creating additional contacts. Attend events sponsored by these organizations as well as NYU Law events listed on the On-Line Calendar and in *The Rocket Docket*.
- ☐ Research attorneys with a similar background to yours or who practice in an area of interest to you. Set up informational interviews with these individuals. See the Informational Interviewing Tip Sheet in the CSM Resources Tab.
- ☐ Get in touch with your reference; inform them on your job search and seek their advice.
 - Ask your references for contacts, especially if you are looking in a new geographic market.
- ☐ Speak with professors about working as a research assistant, or ask your professors about additional resources in your professional area of interest. Volunteer to help with a research project, symposium, or other project to expand your contacts in the area.

MAILINGS/APPLICATIONS:

- ☐ Track job listings on CSM, USAJobs, and other websites (see reverse side of this checklist) and apply to any that are applicable to your background. Note any specific requirements for candidates and applications.
- ☐ Generate lists of employers using sites on the reverse side. Mail or e-mail a resume and cover letter addressed to partners/alumni contacts in your target practice group. Copy or "cc" the recruiting office on your correspondence, if applicable.
- ☐ Follow-up on mailings (by email or phone) approximately 10-14 days after e-mailing. In most cases, contact the recruiting coordinator for follow-up. See sample script in the Cover Letter section of the *LL.M. Job Search Resources Handbook*.
- ☐ Keep track of employer responses, and consider sending additional e-mails to more firms or cities based on the number of interviews you secure from your first mailing.
- ☐ If you are looking outside of NYC, tell employers in advance the dates that you will be in town; consider planning a trip for this purpose.
 - Contact employers you have not heard from if you will be in town for other interviews.

OCI/TIP/ISIP:

- ☐ Read all e-mails from OCS, and add all deadlines and events to your calendar. Be sure you complete all registration and bidding described in e-mails by deadlines, as applicable.
- ☐ Bid for all employers whose hiring criteria you meet and who interest you. Watch for important interview scheduling deadlines.
- ☐ Prepare for your interviews by:
 - Researching employers (see reverse).
 - Reading the Interview Skills Section of the *LLM Job Search Resources Handbook*.
 - Practicing answering and asking questions. – Use the Mock Interview Module on CSM.
 - Preparing unofficial transcript, writing sample, and reference list.
- ☐ Attend all employer-sponsored and NYU or other events during OCI or ISIP to make new contacts.
- ☐ Send brief thank you email within 24 hours of interview.
- ☐ Contact all firms you did not have a chance to meet with on campus by sending your cover letter and resume.

NYU SCHOOL OF LAW - OFFICE OF CAREER SERVICES

PARTIAL LIST OF SUGGESTED RESOURCES:

Job Postings:

There are numerous specialized job posting sites; this list is not intended to be comprehensive:

- ☐ CSM – keep your profile and search agents updated!
<https://law-nyu-csm.symplicity.com/>
- ☐ Association of Corporate Counsel <http://jobs.acca.com/>
- ☐ USA Jobs (for federal government jobs)
www.usajobs.gov
- ☐ Attorney Jobs Online www.attorneyjobsonline.com
- ☐ New York City Bar Association's Career Center
<http://l.ny.nyc.associationcareernetwork.com>
- ☐ Lexis/Martindale Career Center
<http://martindale.com/Careers/Careers.aspx>
- ☐ American Bar Association's Career Counsel
www.abanet.org/careercounsel/jobs.html
- ☐ Findlaw www.careers.findlaw.com
- ☐ Law Jobs www.lawjobs.com
- ☐ PSJD <http://www.psjd.org/>
- ☐ Tax Talent www.taxtalent.com
- ☐ Tax Executives Institute
<http://www.tei.org/CAREERS/Pages/default.aspx>
- ☐ Council on State Taxation
<http://www.cost.org/JobBank.aspx>

Employer Research:

- ☐ Law firm websites and brochures
- ☐ AmLaw Surveys & other surveys on Law.com
www.law.com/career_center/lists_rankings.shtml
- ☐ Vault Guides—available on CSM
- ☐ Lexis Career Database, News Database and Courtlink
<http://www.lexisnexis.com/lawschool>
- ☐ NALP Directory www.nalpdirectory.com
- ☐ Martindale-Hubbell www.martindale.com
- ☐ Westlaw Career Information (including access to the Directory of Corporate Counsel)
<http://lawschool.westlaw.com>
- ☐ FindLaw Career Center <http://careers.findlaw.com/>
- ☐ Student Employment Critiques—on CSM

Practice Area Research:

- ☐ Chambers & Partners Global and Regional Guides
www.chambersandpartners.com
- ☐ IFLR Legal 1000 www.iflr1000.com
- ☐ Vault Guides—available on CSM
- ☐ ABA Sections
<http://www.americanbar.org/groups/sections.html> (see the Tax and International Sections, etc.)
- ☐ The Official Guide to Legal Specialties (at OCS)
- ☐ The Legal 500 www.legal500.com
- ☐ ABA Career Series www.abanet.org/careercounsel/
- ☐ LexisONE Practice Area Guides
www.lexisone.com/legalresearch/legalguide/practice_areas/practice_areas_index.htm
- ☐ Law Teaching/Academic Careers
<http://its.law.nyu.edu/acp/content/>

Trade Publications and Websites:

- ☐ The American Lawyer www.law.com
 - Subscribe to the Newswire
- ☐ Cal Law www.law.com/jsp/ca/index.jsp
- ☐ Chicago Daily Law Bulletin www.chicagolawbulletin.com
- ☐ Legal Times (DC) www.law.com/jsp/dc/index.jsp
- ☐ National Law Journal www.nlj.com
- ☐ New York Law Journal www.nylj.com
- ☐ New York Lawyer <http://nylj.com/nylawyer>
- ☐ LexisNexis Tax Center for Tax Notes Today and BNA Daily Tax Report www.lexisnexis.com/lawschool
- ☐ Texas Lawyer www.law.com/jsp/tx/index.jsp

Career Education (resume and cover letter writing, interviewing, and networking tips, additional resource lists):

- ☐ NYU Career Center
<http://www.newyorklawjournal.com/career-center?slreturn=20140708144241>
- ☐ OCS Videos (on CSM), Materials/Handouts

Locating Attorneys:

- ☐ Attorney bios on firm websites
- ☐ Martindale-Hubbell www.martindale.com or through the Lexis Career Database
- ☐ LinkedIn.com/alumni
- ☐ Directory of Corporate Counsel (available on Westlaw)
- ☐ The Leadership Library YellowBook Series
www.leadershipdirectories.com (access from a hard-wired computer in a law school building)

Professional Associations & Networking Opportunities:

- ☐ New York City Bar Association www.nycbar.org
- ☐ Practising Law Institute www.pli.edu
- ☐ New York State Bar Association www.nysba.org
- ☐ New York County Lawyers Association www.nycla.org
- ☐ Practicing Attorneys for Law Students Program
www.palsprogram.org

For Tax LL.M. Students:

- ☐ American Bar Association Section of Taxation
www.abanet.org/tax/home.html
- ☐ Institute for Professionals in Taxation www.ipt.org
- ☐ National Tax Association www.ntanet.org
- ☐ NYU Institute on Federal Taxation www.scps.nyu.edu/ift

For International LL.M. Students:

- ☐ American Bar Association International Section
www.abanet.org/intlaw/home.html
- ☐ American Foreign Law Association www.afla-law.org
- ☐ International Bar Association www.ibanet.org
- ☐ Regional and country-specific bar associations such as the South Asian Bar Association of New York (<http://www.sabany.org>), the French American Bar Association (www.faba-law.com), etc. Use Google to find one for your background.
- ☐ Chamber of Commerce and Consulate General from your home country

DRAFTING YOUR LLM RESUME

This section of the handbook is intended to provide advice about how to write a resume in the “NYU format,” along with samples that suggest different ways of showcasing your credentials to provide guidelines as you draft your LLM resume.

We strongly recommend the NYU format and style, as outlined in this handbook. This format has been developed through years of experience working with law students and legal employers. Ideally, a resume should be easily read and remembered by interviewers who often have no more than 30 seconds to devote to the task. The NYU format is designed to maximize your ability to communicate your information effectively and efficiently in these 30 seconds. **Students pursuing a job search primarily overseas are advised to create two resumes, one in NYU format, highlighting your U.S. legal education and skills, and one in the standard format of your target country, to demonstrate your global marketability to employers.**

Your resume and cover letter will precede you to an interview and will create that important “first impression” an employer has of you. Just as significantly, your resume provides a framework for discussion once you are in the interview, so anything on the resume is fair game for discussion! Finally, your resume and cover letter are examples of your written work, and they serve as important, post interview reminders of who you are professionally. For all of these reasons, it is critical that your resume be designed to put your “best foot forward” in your communication with an employer.

Before you compose your first drafts, or sit down to do revisions, ask yourself these questions:

- ❖ What aspects of my background demonstrate the characteristics I believe will make me an outstanding lawyer? What sets me apart from my peers?
- ❖ Who will be reading my resume, and what do they want to know? If I were an employer, what information would I want to help me decide who to interview and who to hire?

The goal is to let your individuality come through in a resume and cover letter that succinctly describes your educational and employment history in a way that maximizes your chances of getting in the door for an interview.

Once you have written your drafts, check your efforts with a member of the Career Services staff by emailing a draft to us or bringing your resume with you to an appointment. Keep in mind that feedback from peers and others can vary and conflict, depending on the source. You will find Career Services’ guidance to be specifically tailored to the graduate law student’s job search and thus very effective in crafting strong resumes and cover letters.

1. GENERAL FORMATTING

Length

- A law student's resume should rarely exceed one page in length. **One-page resumes are the standard for U.S. legal employers.** If you have had a previous career, or legal experience prior to enrolling in the LLM degree, one well-crafted paragraph can often highlight the transferable skills that will be most relevant to a post-LLM employer.
- **You may need different versions of your resume** to target different types of employers and/or different cities, depending on your search.
- Some students with substantial relevant work experience (of four years or more) may include a separate page of "Representative Transactions" to highlight your background. Similarly, substantial publications should be listed on a second page entitled "Publications," which can provide additional information to a curious employer, without distracting from your transferable skills and work experience.
- Students engaged in a public interest job search may wish to have a two-page resume in order to fully highlight significant volunteer and public interest experience. Please consult with a career counselor in the Public Interest Law Center (PILC) to create a targeted resume for this kind of search.

Bullet Points & Spacing

- Unlike a business resume, legal resumes do not use bullet points. Your job description should look like a block paragraph made up of sentence fragments, each starting with an action verb.
- Your resume should be single-spaced, with one space between each entry. Students with non-U.S. software: please be aware that some non-U.S. word processing software has different standards of spacing, and may appear to be double-spaced even when the settings are single. This document is single-spaced; please make sure your resume is similarly spaced. You may use a computer in the OCS with U.S. software if you are unable to adjust the spacing on your own computer.

Fonts

- Simple businesslike fonts are always preferable. Recommended fonts include: Times New Roman, Garamond, and Book Antiqua. Use a font size ranging from 10.5 to 12 points. Only your name should be larger. Do not mix fonts, employ color printing, or include symbols to illustrate your entries.
- Section headings such as "Education," "Experience," and "Additional Information" should be written using **BOLD ALL CAPS**. School names and employer names should use **BOLD SMALL CAPS**. SMALL CAPS can be created in Microsoft Word by clicking on "Font," then once the Font formatting box opens, checking the box for Small Caps.

Margins

- Margins should be consistent on all sides. You may adjust the margins of your page to create more space, but be aware of making the document appear "too cramped." The minimum margin size should be 0.7 inches. Set your document to the U.S. standard Letter sized paper (8 1/2" x 11"), not A4, under "File," "Page Setup," "Paper" in Microsoft Word. (Students applying to positions exclusively outside of the U.S., may use A4 sized paper, if this is the standard for your target geographic region.)

Printing and E-mailing

- When sending your resume via e-mail, save the document as a .pdf file to preserve the formatting. Hard-copy resumes should always be laser printed on high-quality bond paper. Use only white or off-white paper; do not use colored paper or ink. When sending a resume in hard-copy, always use a matching envelope with the address typed or printed; do not handwrite the envelope.

Proofreading & Consistency

- **Your resume should display consistent formatting and grammar throughout.** If you choose to abbreviate content such as degree names or titles, make sure that these abbreviations are used in each section of the resume.
- **Make absolutely sure you have no typos or misspelled words.** Do not rely on your computer's spell-check alone; re-read every line on your resume carefully. Your resume is an employer's first exposure to you as a candidate; your introduction should be flawless.

2. THE HEADING

- The font size for your name should not exceed 14-point; **ALL CAPS** is appropriate. Use your full, formal name, rather than a nickname. Always start with your first (given) name, followed by your last (family) name. You can also include an "English" name, where appropriate. If you believe that a prospective employer might be unable to ascertain your gender from your first name, you may elect to include the prefix "Ms." or "Mr." to assist recruitment administrators in properly addressing correspondence to you.
- Write out your address in full, using the U.S. mail standard. The usual format for state names is to use the postal abbreviations for U.S. states. Cities in other countries should be listed with the country name written out (i.e., Shanghai, China). The U.K. may be abbreviated. Do not include "U.S." for locations in the U.S.
- Some of the sample resumes in this handbook show the standard form to use if you wish to include both a local (NY) and permanent address. The permanent address is helpful when you are job-hunting in a specific city and want to demonstrate a previous connection with that location. If you are looking in a city to which you have no particular ties, use only your local (NY) address.
- Include the best phone number to receive important calls or messages. Be sure that your outgoing message contains a brief, professional message in which you clearly identify yourself – music, jokes, etc. are not appropriate. This is your first opportunity to demonstrate your professionalism to a prospective employer.
- Include your e-mail address, preferably the same one that is in your CSM profile. Check your e-mail account at least once daily for job search-related messages. If you are not using your NYU e-mail address, be sure that your e-mail address looks appropriate and professional.
- Do not include items such as date of birth, height, weight and condition of health. Marital status and dependent information also are not legally relevant.

Sample Heading:

MR. TAKUYA KIMURA
110 West Third Street, #309
New York, NY 10012
(212) 443-3333
example@nyu.edu

3. BAR ADMISSION & PROFESSIONAL ASSOCIATIONS

- List the states and/or countries in which you have been admitted, in which you are awaiting admission, or in which you plan to take the bar. International students: be sure to check your eligibility to sit for the Bar in a particular state before including it in your resume.
- You may also wish to list relevant professional memberships in this section. CPA, CFA and other professional licenses can be included here or in your “Additional Information” section.

Sample Bar Admissions:

Planning to sit for the New York State Bar Exam, July 20**
New York (20**), Pennsylvania (20**)
Passed July 20** New York State Bar Exam, awaiting admission
Admitted to practice in China, 20* *

4. EDUCATION

- Educational institutions are listed in reverse chronological order (most recent first), according to the date you earned the degree. NYU will be the first law school shown on your resume, with the date of your anticipated degree. Do not include dates of attendance, only the date (Month and Year) that you received the degree.
- Include one entry for each degree you have earned. If you have earned one or more graduate degrees, include a separate entry for each. Do not list pre-university education (i.e. high school). If you earned more than one degree from the same institution, you can list those degrees under one institutional name entry, rather than repeating the name for each degree.

International Students: A foreign law degree can only be considered a “J.D. Equivalent” when it is just that – a three-year graduate program following a four-year undergraduate education. An undergraduate law degree is typically not considered the equivalent of a U.S. J.D. You should indicate the title of your law degree in English but you may include the name of the degree in the foreign language as well.

- Use **BOLD SMALL CAPS** for school names. Include the school name and location in the first line, and the degree earned and date of degree in the second line. SMALL CAPS can be created in Microsoft Word by clicking “Font” once the Font Formatting box opens, check the box for Small Caps.
- **Honors/Activities:** Create a section under each school for **honors** and another section for **activities**, and include prestigious honors and activities. Be sure to include fellowships or scholarships for the NYU program or from your first law degree. Dates need not be included here. If you list membership in student organizations or on student/faculty committees, provide the full name of the organization and enough information so the reader may identify the activity. Avoid the use of acronyms and abbreviations. Identify offices held when appropriate (e.g., International Law Society, Vice President). Even if you have only one entry under that category name, use “Honors” rather than “Honor” or “Activities” rather than “Activity”.

Honors should be placed in order of priority, starting with the most distinguished, recognized or prestigious. For unfamiliar awards, include a brief description in parentheses in *italics*, as shown below and on sample resumes. Activities should be listed in order of importance of your role with the organization or the length of your involvement. **If you have a large number of honors or activities, include only those that are most prestigious or most relevant to target employers.** Highlight awards and activities

that demonstrate your legal skills, such as writing competitions, moot court, etc., or your interest in your practice area, such as tax clinics, tax book awards, etc.

- Generally, J.D. students are selected for journal membership through a competitive process. If this is the case for your J.D. journal, it is appropriate to designate your position (e.g. Staff Editor) under “Honors” with the journal title in bold italics. Specify position(s) held when you worked on publications.
- If you are in a specialized program, such as the Tax LLM, include your relevant law school coursework and/or GPA in this coursework, as shown in the sample resumes.
- You also may want to include a reference to any substantial legal writing you have done, whether published or not (see “Publications” on page 10). Remember that legal employers value strong writing skills.

Sample Education Section:

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, NY
Candidate for LL.M. in Taxation, May 2011
Activities: Student Bar Association, LL.M. Representative

HEBREW UNIVERSITY, Jerusalem, Israel
LL.B. in Law and Economics, *magna cum laude*, June 2010
Honors: Graduated in top 2% of class
Hebrew University Law Review, Editor
Activities: Low Income Taxpayers’ Clinic, Volunteer

Sample Education Section:

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, NY
Candidate for LL.M. in Corporation Law, May 2011
Honors: Vanderbilt Scholar (*full-tuition merit-based scholarship*)
Activities: International Law Society

UNIVERSIDAD IBEROAMERICANA, Mexico City, Mexico
Licenciado en Derecho (Law Degree), December 2008
Class Rank: 7 out of 110
Honors: Awarded Special Honors on thesis “*Joint Ventures in Latin America*”

5. GRADES

- Including NYU Law School Grades, GPA, etc. on the resume is not permitted for resumes that are used for Fall and Spring On-Campus Interviews (OCI). This is a Law School policy that applies to on-campus interviewing only, and was set so that prospective employers focus on a student’s history of achievement, rather than on a few months of grades. Since NYU’s fall and Spring OCI Programs are lottery-based systems, students choose the employers with whom they wish to interview and employers do not “prescreen” applicants. Instead, interviews are scheduled by a computer lottery. Because the resumes do not contain any indication of law school academic performance, the employers cannot prejudge applicants on that basis. Transcripts are only provided at the on-campus interview, when the candidate and the employer meet face-to-face.
- The International Student Interview Program and Taxation Interview Program are pre-screened, and employers may ask students for transcripts prior to selecting candidates for interviews. For these fairs and for mailings you send to employers independently of OCI, it is acceptable to include an **Unofficial GPA** on your resume, or include an unofficial transcript in your correspondence. Please note that

because there is no official calculation of GPA at NYU School of Law, any reference to a GPA in your professional correspondence must indicate that the GPA is “Unofficial.”

- Your undergraduate and law school grades should always be included on your resume.

6. EXPERIENCE

- All law-related positions, paid and unpaid, should be listed, in reverse chronological order.

International Students: If you completed several internships as a requirement for your law degree or licensing in your home country, it is helpful to indicate these were part of a required program.

- If you are applying for public interest employment, describe community activities that demonstrate a long-term commitment to public service.
- Use **BOLD SMALL CAPS** for employer names in the first line. List the employer location in plain text. The second line should include your position title in ***Bold Italics*** and the dates worked (month, year).

Sample Experience Section:

MORRISON & FOERSTER, Palo Alto, CA
Summer Associate, June – August 20**

- The remaining paragraph will contain a description of your basic responsibilities, specific projects, matters, and accomplishments, formatted as a paragraph of trailing fragment sentences. The description should be written in the past tense using action verbs. Do not use the word “I” in the description. Focus on your individual responsibilities; be specific with respect to law related issues.
- If your employer is not likely to be easily identified, you may describe the employer in the first sentence, for example, “Managed budget for the nation’s oldest non-profit organization supporting exploratory mountaineering.”
- Your descriptions should maintain the confidentiality of any client or the specific nature of cases or deals so one does not violate confidential attorney-client privilege. Rather than name the client or transaction, use wording such as “antitrust case involving a multinational corporation.” You are being scrutinized for your good judgment as well as your practical experience!
- If you have limited legal experience, highlight your accomplishments and measurable results from your previous non-legal employment experience, and consider the skills you have developed which are transferable to the law (research and analysis; oral and written communication; negotiation; organization and management of complex projects; development and implementation of programs or policies; supervising of staff, etc.).
- If you have accepted a Research Assistant, Teaching Assistant, or Internship position for the academic year, and the job has not yet begun, include the two lines of basic information, without an accompanying description. This entry can fall under your NYU “Activities” or within your “Experience” section:

Activities: Professor Helen Scott, Research Assistant (Fall 20**)

Or:

PROFESSOR HELEN SCOTT, NEW YORK UNIVERSITY SCHOOL OF LAW, New York, NY
Research Assistant, Fall 20**

- Make every word count! **Begin your sentences with active verbs and focus on the specifics.** Do not use jargon and “filler” expressions that don’t add value to your job descriptions. Use action verbs and sentence fragments. For example: “Developed strategy for... Analyzed... Independently authored... Conducted intake interviews... Performed due diligence review...” **Avoid using “Responsibilities included...” or “Worked for...”** Use “assisted...” only where it best describes what you did. Do not use “assisted” when you actually performed a task – if you actually conducted research, there is no need to say that you assisted attorneys in research. Consider the following action words:

Accomplished	Convened	Judged	Reorganized
Accounted for	Coordinated	Launched	Reported
Achieved	Corresponded	Learned	Represented
Acquired	Counseled	Lectured	Researched
Acted	Crafted	Led	Resolved
Addressed	Created	Located	Responded
Administered	Critiqued	Maintained	Restored
Advised	Dealt with	Managed	Reviewed
Advocated	Defined	Marketed	Revised
Aided	Delegated	Maximized	Scheduled
Allocated	Delivered	Mediated	Screened
Analyzed	Demonstrated	Mentored	Selected
Applied	Designed	Monitored	Served
Appointed	Determined	Motivated	Solicited
Assessed	Developed	Negotiated	Solved
Assisted	Devised	Observed	Sought
Attained	Directed	Operated	Specified
Audited	Discovered	Organized	Structured
Authored	Dispensed	Oversaw	Studied
Awarded	Displayed	Participated	Submitted
Briefed	Distributed	Performed	Succeeded
Built	Documented	Persuaded	Supervised
Calculated	Drafted	Planned	Supported
Carried out	Edited	Prepared	Surveyed
Chaired	Educated	Presented	Synthesized
Classified	Encouraged	Produced	Systematized
Coached	Established	Programmed	Targeted
Collaborated	Examined	Promoted	Taught
Communicated	Executed	Provided	Tested
Compiled	Expanded	Publicized	Trained
Completed	Generated	Published	Translated
Composed	Identified	Received	Treated
Computed	Implemented	Recognized	Tutored
Conceived	Initiated	Recommended	Undertook
Concluded	Interpreted	Reconciled	Utilized
Conducted	Interviewed	Recruited	Verified
Constructed	Introduced	Reduced	Volunteered
Consulted	Investigated	Regulated	Wrote
Contacted	Involved in	Rendered	
Contributed	Joined	Renovated	

- Take a look at the following “Job Description Makeover” to see how much of a difference it can make in the strength of your resume to craft your job description using action verbs in the past tense, and more detailed language.

BEFORE:

SLEEPY, GRUMPY, SNEEZY & HAPPY, P.C., NY, NY

Law Clerk

Researched and wrote briefs, memorandums and pleadings in the areas of employment, labor and contract law. Assisted in trial preparation and settlement negotiations. Watched meetings and court proceedings.

AFTER:

SLEEPY, GRUMPY, SNEEZY & HAPPY, P.C., New York, NY

Law Clerk, June - August 20**

Researched a variety of complex matters, including an issue of first impression involving the interpretation of regulations promulgated under the Americans with Disabilities Act, for labor and employment litigation proceedings on behalf of management clientele of this prominent mid-sized law firm. Drafted appellate brief in age discrimination lawsuit. Enjoyed extensive contact with clients and opposing counsel.

7. ADDITIONAL INFORMATION

- This category typically includes information (e.g. foreign languages, professional certifications, etc.) that has some bearing upon the work you hope to do. This is also the place to include two or three personal interests or hobbies, if you have extra space on your resume. While not necessarily directly relevant to the job being sought, personal interests or hobbies may serve to foster a bond with the interviewer who shares a common interest, or to demonstrate a certain skill.
- **Language Skills:** You need not be fluent to mention your training in another language, just be absolutely accurate in the way you describe your oral and written language abilities. “Fluent” means that you can carry on a business negotiation in that language - this level is most readily applicable in a legal setting. If you are a native speaker of a language, state that explicitly. Keep in mind that knowledge of legal and business terminology can require additional training. Indicating “proficiency in” or “conversational” may be more appropriate. With either, you should be prepared to conduct a conversation in that language in the interview. You may wish to note a “working knowledge” or “study of” a particular language.
- **Interests:** The purpose of this section is to demonstrate that you are an interesting, engaged, well-rounded person. It is an opportunity to add balance to your resume. It also gives you the opportunity to build rapport with your interviewer. Any interests you include in the “Additional Information” section must be activities you can discuss with knowledge and enthusiasm. These interests should also set you apart from other candidates; reading and watching TV are not unique interests. It is usually advisable to avoid any particularly controversial activities or hobbies. Such entries might not send the professional message you are trying to convey, or they may raise issues for the prospective employer which are not relevant to your candidacy (e.g., hunting, gambling, brewing beer).
- You need not include computer training that every student shares, such as “Proficiency in Microsoft Word; Westlaw and Lexis training.” This is assumed by employers.

Sample Additional Information Section:

ADDITIONAL INFORMATION

Languages: French (native), German and English (fluent), Spanish (reading)

Interests: Enjoy competitive running, skydiving, and soccer. Lived in Hong Kong and London

Sample Additional Information Section:

ADDITIONAL INFORMATION

Certified Public Accountant, State of New York. Employed as a consultant, providing tax preparation services to individuals and small businesses (20**-present). Avid college basketball fan; enjoy all spectator sports and gourmet French cooking.

Sample Additional Information Section:

ADDITIONAL INFORMATION

Proficient in spoken and written Italian; traveled throughout Sicily for month prior to commencing law school. Avid speed skater; nationally ranked in short-track skating throughout high school and college. Enjoy jazz guitar, reading fiction and poetry.

8. *REFERENCES*

- There is no need to include at the bottom of the resume “References Available Upon Request.” This is assumed. You should prepare a reference list to provide to employers at an interview.

9. *PUBLICATIONS*

- You may wish to list published or unpublished writing unrelated to law school if you feel the information would enhance your desirability as an applicant and provide further evidence of your writing abilities. If unpublished, be prepared to produce a copy for a potential employer to read. **Remember that if you refer to your writing in your resume, you may be expected to discuss its substance in some detail in the interview.** If you do not have room on your resume to list your publications, you may create a separate page listing your significant publications. Start this page with the same heading as your resume.

10. *OTHER RESUME FORMATS*

- “Functional” resumes and “targeted” resumes generally are not useful in the context of law student job searches, unless the candidate has significant prior work experience before attending law school and/or entering a graduate program. If you think that one of these formats would work better for you than the reverse chronological resume format described above, we encourage you to meet with a career counselor before finalizing your resume.

LLM RESUME CHECKLIST

Overall Appearance: Neat, consistent, perfect?

- _____ Limit resume to one page (for U.S. law firms and ISIP applications).
- _____ Use consistent formatting and punctuation.
- _____ Use standard 8 ½" x 11" (Letter-size) paper.
- _____ Proofread carefully. Correct spelling and typographical errors.
- _____ Use single space formatting.
- _____ See *LLM Resume Guide* or *LLM Job Search Resources Handbook* for formatting samples.

Layout: Does it look professional?

- _____ **Margins:** Margins should be the same on top, bottom, right, and left whenever possible.
- _____ **Font:** Use a professional font, such as Times New Roman. Avoid using Courier. Generally, use a font size of 12 pt. for your name and 11 pt. for the rest of the resume (this text is 11pt. Times New Roman).
- _____ **Typeface:** Avoid using too much bold or too many italics; it is difficult to read and nothing stands out.
- _____ Use **BOLD ALL CAPS** on your name; **BOLD SMALL CAPS** on your school names and employer names. (For Small Caps, in Word, click on Font- Effects and select small caps).
- _____ Use ***bolded italics*** on your job titles.
- _____ Turn hyper-links off when writing your email address, it should be plain black text: abc123@nyu.edu.
- _____ Do not use bullets anywhere, except in your job descriptions where the text of your job description is more than six lines. Each bullet should group similar tasks or skills or tasks that relate to a particular practice area. Bullets should appear as • ; avoid using periods, asterisks, arrows or dashes.

Marketing: Do key qualifications stand out?

- _____ **Bar status:** Indicate Bar admissions status (Passed July 20** New York Bar Exam, awaiting admission) or intention to sit for Bar.
Plan to sit for the New York State Bar Exam, July 20**
- _____ **Education:** Generally Education precedes Experience if promoting your LLM specialization. Include degree dates only, not dates of attendance. Be consistent in writing out or abbreviating your degree titles. If you use "LL.M." then also use "J.D." or "LL.B." If you use "Master of Laws" use "Juris Doctor," etc.
NEW YORK UNIVERSITY SCHOOL OF LAW, New York, NY
Candidate for LL.M. in Taxation, May 20**

List relevant coursework as a J.D.:

LOYOLA LAW SCHOOL, Los Angeles, CA
J.D., May 20**
Tax GPA: 3.8 (5 courses)
or
Tax Coursework: Income Taxation (A), Trusts & Estates (B+), International Tax (A-)

_____ **Experience:** Preferred format:

SHEARMAN & STERLING, Paris, France
Job Title, May 20** – July 20**
Job description...

List positions with faculty members and judges as follows:

PROFESSOR JEROME COHEN, NYU SCHOOL OF LAW, New York, NY
Research Assistant, Fall 20**

THE HONORABLE GEORGE BLAIR, U.S. DISTRICT COURT, E.D.N.Y., Brooklyn, NY
Judicial Intern, December 20** – present

If you worked at the same organization twice, there is no need to list it twice.

Example 1: Same employer, different job titles, substantially similar responsibilities

XYZ CORPORATION, New York, NY

Assistant Manager, June 20** – August 20**; *Administrative Assistant*, May 20** – May 20**

Example 2: Same employer, different job titles, different responsibilities

XYZ CORPORATION, New York, NY

Assistant Manager, June 20** – August 20**

Administrative Assistant, May 20** – May 20**

Relevance: Has out-of-date and extraneous material been eliminated?

- _____ Place the most relevant information first. In your job descriptions, focus first on those substantive tasks requiring skills that the employer will most value. When listing Honors and Activities under each school, list first those that will be of most significance to the employer, such as scholarships, awards in your practice area or legal writing or moot court awards.
- _____ In your job descriptions, eliminate or place last those tasks that are ministerial.
- _____ Your experience includes several positions that could best be described in a more general fashion under the category of Additional Information. Example: Worked during the summers and the academic year while in college to help defray educational expenses; positions included lifeguard, bartender, and office worker.
- _____ Your description is too detailed or inappropriate for the resume. Include this information in your cover letter or discuss in an interview.
- _____ Include membership in any relevant professional associations (such as the ABA Section of Taxation, the International Bar Association, The ABA Section of International Law, or local bar associations)

Writing Style: Is it easy to get a picture of your qualifications? Do you use action verbs?

- _____ Be more concise in your job descriptions.
- _____ Start each sentence in your job descriptions with a strong skill verb in the past tense. Use verbs that precisely describe what you did. Avoid vague verbs, such as handled, dealt with, worked on, and interacted.
- _____ Revise awkward sentences. Watch for dangling clauses that modify the wrong part of sentences.
- _____ See full list of active verbs in the *LLM Job Search Resources Handbook*.

Specificity: Do you avoid generalities? Do you emphasize specific skills and accomplishments?

- _____ Focus on specific information about your experience. Be specific about what you did with respect to projects or products. Quantify with numbers or percentages, where possible.
- _____ In describing all positions, focus on skills and accomplishments that the employers you are targeting will most value. Emphasize skills that are similar to the skills that lawyers use and are transferable to the practice of law, e.g., research, writing, negotiating, analyzing, evaluating, problem-solving, decision-making, supervising, managing. Writing experience may include preparation of any type of document including reports, survey results, or newspaper or magazine articles. You can also point out client contact or experience in hiring and training new employees.
- _____ In describing any legal or law-related positions, indicate the areas of practice; relevant legal issues that show the scope of your experience, and the documents you drafted (e.g., memoranda of law, affidavits, complaints, wills, leases, corporate minutes). If you prepared motion papers, state the types of motions, (e.g., summary judgment, change of venue, consolidation).
- _____ Use “assisted” only where it best describes what you did. Avoid “assisted” when you actually performed the task. For example, if you actually conducted research, there is no need to say that you assisted attorneys in research simply because attorneys were supervising your work product.

Essentials

- _____ Include your current address, one telephone number, and one email address. Use the U.S. Postal Service standard for your address, as in the sample resumes.
- _____ Do not include personal data regarding your health, age, height, weight, or family.

LLM Resume Template

FIRST NAME LAST NAME

Street Address

City, State Abbreviation Zip

Cell Phone #

email address (remove auto-formatting/underlining)

BAR STATUS

Plan to sit for the New York Bar Exam, July 20__

EDUCATION

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, NY

Candidate for LL.M. in _____, May 20**

Honors: Honor Name

Activities: Activity, Title (i.e., Member)

LAW SCHOOL, City, State Abbreviation/Country

Degree Abbreviation, Month 20**

Honors: Honor Name

Activities: Activity, Title

UNDERGRADUATE INSTITUTION, City, State Abbreviation/Country

Degree Abbreviation in _____, Month 20**

Honors: Honor Name

Activities: Activity, Title

EXPERIENCE

EMPLOYER NAME, City, State Abbreviation/Country

Title, Month 20** – Month 20**

Description. Use trailing fragment sentences.

Descriptions should be 3-6 lines, depending on your level of experience.

EMPLOYER NAME, City, State Abbreviation/Country

Title, Month 20** – Month 20**

Description.

EMPLOYER NAME, City, State Abbreviation/Country

Title, Month 20** – Month 20**

Description.

EMPLOYER NAME, City, State Abbreviation/Country

Title, Month 20** – Month 20**

Description.

ADDITIONAL INFORMATION

Languages: List languages spoken and level of proficiency here.

Interests: Other information that does not fit elsewhere on resume. Enjoy x, y and z.

SAMPLE RESUMES

Tax LLM Student – Highlights J.D. Tax Courses

Tax LLM Student – Separates Legal and Accounting Experience

Tax LLM Student – Executive LLM

International LLM Student

International LLM Student – Multiple Law Degrees

International LLM Student – Significant Work Experience

International LLM Student – Short-term Internships

International LLM Student – Public Interest Background

The sample resumes in this Handbook are designed to serve as guides for your own resume drafting. They should not be copied substantively. Your resume should be unique and a reflection of your personal experiences.

Tax LLM Student – Highlights J.D. Tax Courses

CHRISTOPHER R. LEE

240 South End Avenue, Apt. 8D
New York, NY 10280
(212) 736-1111
christopher.lee@nyu.edu

BAR STATUS

Plan to sit for the New York Bar Exam, July 20**
Admitted to the Pennsylvania Bar, 20**

EDUCATION

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, NY
Candidate for Master of Laws (LL.M.) in Taxation, May 20**

VILLANOVA UNIVERSITY SCHOOL OF LAW, Villanova, PA

Juris Doctor, May 20**

Class Rank: Top 15% Tax GPA: 3.678

Tax Courses: Taxation of Trusts, Estates and Gifts; Corporation Taxation; Federal Income Taxation;
Advanced Corporate Taxation

Honors: Raymond Joseph Harris Scholarship

Activities: Villanova Intramural Sports

TEMPLE UNIVERSITY, Philadelphia, PA

Bachelor of Arts, *magna cum laude*, May 20**

Major: History

GPA: Major 3.9; Overall 3.5

Honors: *Phi Beta Kappa*; Dean's List

Activities: Campus Coordinator, Race for the Cure, directed event raising \$25,000 for cancer research

KOREA UNIVERSITY, Seoul, South Korea

Exchange Student, Fall 20** – Spring 20**

EXPERIENCE

THE HON. DENNIS JACOBS, U.S. COURT OF APPEALS, SECOND CIRCUIT, New York, NY

Judicial Intern, May 20** – August 20**

Conducted extensive legal research and writing on a variety of issues, such as the perimeters of the RICO forfeiture provision and the application of the federal sentencing guidelines. Prepared comprehensive bench memoranda submitted to the entire Second Circuit panel prior to consideration of cases.

VOLUNTARY INCOME TAX ASSISTANCE PROGRAM, Philadelphia, PA

Tax Preparer, 20** – 20**

Prepared Federal and State income tax forms for members of the community, including Forms 1040, 1040A, 1040EZ, 540 and 540EZ as well as Schedules A and B.

RICHARD M. OCHROCH, ESQ., Philadelphia, PA

Law Clerk, June – August 20**

Handled preparations for commercial litigation for a Philadelphia trial attorney. Researched and drafted legal memoranda, drafted and answered pleadings and interrogatories, and took statements from witnesses.

ADDITIONAL INFORMATION

Fluent in Chinese; conversational in Korean

Student member of the ABA Section on Taxation. Enjoy chess, soccer and classical music. Traveled extensively in Asia.

Tax LLM Student – Separates Legal and Accounting Experience

LAUREN KESSLER

(718) 678-3827

lauren.kessler@nyu.edu

Local Address:

1234 Union Street, #2
Brooklyn, NY 11216

Permanent Address:

4400 West Eighth Street
Houston, TX 77092

PROFESSIONAL LICENSES

State Bar of Texas, 20**

Certified Public Accountant, Certificate Number 12345, June 20**

EDUCATION

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, NY

Candidate for LL.M. in Taxation, May 20**

Honors: Graduate Tax Program Scholarship (*partial tuition merit-based scholarship*)

TULANE UNIVERSITY LAW SCHOOL, New Orleans, LA

J.D., May 20**

GPA: 3.3 Tax GPA: 3.6 (4 Courses)

Honors: Order of the Coif

Tulane Law Review, Articles Editor

Recipient of Prentice-Hall Tax Award (*for highest grade in Federal Income Taxation*)

Activities: Low Income Taxpayers' Clinic, Volunteer

UNIVERSITY OF SOUTHWESTERN LOUISIANA, Lafayette, LA

B.S. in Accounting, *magna cum laude*, May 20**

Honors: *Phi Beta Kappa*

LEGAL EXPERIENCE

BRICE, MANKOFF & BARRON, Dallas, TX

Summer Associate, permanent offer extended, May 20** – August 20**

Researched and prepared legal memoranda on topics including federal excise taxes, tax consequences of leveraged lease transactions and federal tax considerations of private foundations; reviewed and made recommendations regarding trust instruments and administration; drafted real estate documents, civil litigation pleadings and interrogatories; performed legislative history research.

MILLING, BENSON, WOODWARD, HILLYER, PIERSON & MILLER, New Orleans, LA

Law Clerk, September 20** – April 20**

Researched and prepared legal memoranda on various topics of taxation; drafted trust instruments and other legal documents.

ACCOUNTING EXPERIENCE

PREJEAN AND THIBODAUX CERTIFIED PUBLIC ACCOUNTANTS, Lafayette, LA

Senior Staff Accountant/Certified Public Accountant, September 20** - August 20**

Prepared corporate, partnership and individual income tax returns; designed and implemented financial accounting systems; prepared and analyzed financial statements; managed and trained office personnel and entry-level accountants; coordinated continuing professional education program.

ADDITIONAL INFORMATION

French (fluent); Spanish (conversational); Russian (reading)

Enjoy tennis, hiking and skiing

JULIA SANDERS
123456 Leafy Lane
Houston, TX 77055
(832) 555-1212
julia.sanders@nyu.edu

BAR STATUS

Admitted in Texas, June 20**

EDUCATION

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, NY

Candidate for Executive LL.M. in Taxation, May 20**

Relevant Coursework: Corporate Tax 1 & II, Partnership Taxation and Taxation of Property Transactions

UNIVERSITY OF HOUSTON LAW CENTER, Houston, TX

J.D., *cum laude*, May 20**

GPA: 3.56 Tax GPA: 3.8 (5 courses)

Honors: Houston Business and Tax Law Journal, Senior Articles Editor

Activities: The Association of Women in Law, Member

UNIVERSITY OF TEXAS, Austin, TX

B.B.A. in Accounting, May 20**

Honors: Dean's List (all semesters)

Activities: Women's Cross-Country Team, Member

EXPERIENCE

MUNSCH HARDT KOPF & HARR PC, Houston, TX

Associate, September 20** – Present

Summer Associate, Summer 20**

Work closely with partners and associates in the areas of federal corporate and partnership income tax matters and related individual and state income tax issues. Provide tax advice and planning for all aspects of taxable and tax-free stock and asset acquisitions, dispositions, spin-offs and reorganizations, including Section 351 transactions, Section 355 spin-offs and Subchapter S elections. Conduct extensive legal research and draft memoranda on matters such as tax consequences of choices of entity for a variety of businesses and transfer or disposition of family businesses. Advise clients regarding tax credit planning, like-kind exchanges, executive compensation, personal income tax liabilities and estate planning. Prepare Form 1023 applications for recognition of exempt status under Section 501(c)(3).

THE HON. KEITH ELLISON, U.S. DISTRICT COURT, S.D. TEX., Houston, TX

Judicial Intern, May 20** – August 20**

Performed legal analysis of pending cases and prepared bench memoranda to aid the Judge in the disposition of pending civil and criminal matters. Attended evidentiary hearings, pre-trial proceedings, settlement negotiations and conferences in chambers.

ADDITIONAL INFORMATION

Memberships: Houston Bar Association; State Bar of Texas, Tax Section

Languages: Spanish (intermediate)

Interests: Enjoy long distance running, tennis and sailing.

International LLM Student

EDWARD T. GRAVER

240 Mercer Street, Apt. 444
New York, New York 10012
(212) 443-7832
etgraver@nyu.edu

BAR ADMISSION

Admitted to the Ontario Bar, The Law Society of Upper Canada, February 20**
Plan to sit for the New York State Bar Examination, July 20**

EDUCATION

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, New York

Candidate for Master of Laws (LL.M.), May 20**

Honors: New Brunswick Law Foundation Graduate Scholarship in Law

Activities: Student Bar Association, LL.M. Representative

UNIVERSITY OF WESTERN ONTARIO, London, Ontario, Canada

Bachelor of Laws (LL.B.), *with distinction*, June 20**

Rank: Graduated in top 2 percent

Honors: Dean's Honor List (all years)

Richard DeBoo Publisher's Award for highest grade in Corporate Law

University of Western Ontario Law Journal, Editorial Staff

CASE WESTERN RESERVE UNIVERSITY, Cleveland, Ohio

Canada-United States Law Institute Exchange Program, Fall 20**

Honors: American Jurisprudence Award for highest grade in Property

UNIVERSITY OF WESTERN ONTARIO RICHARD IVEY SCHOOL OF BUSINESS, London, Ontario, Canada

B.A. (Honors), in Business Administration, June 20**

Concentration in Finance and International Finance

Activities: Teaching Assistant, Introductory Business, September 20** to May 20**

President, Debating Union; First Prize Winner, Harvard Model U.N.

EXPERIENCE

PROFESSOR STEPHEN CHOI, NYU SCHOOL OF LAW, New York, New York

Research Assistant, August 20**– present

Conduct research in area of securities law, in particular, regarding impartiality and securities arbitration awards.

ADAMS KELLY, Toronto, Canada

Student-At-Law, May 20** – August 20**

Worked in the corporate and litigation departments of full-service law firm with over 120 lawyers. Drafted legal documents, including share purchase agreements and trust agreements. Researched and prepared legal memoranda on securities law. Argued interlocutory motion and conducted a small claims trial.

Summer Law Student, June 20** – April 20**

Worked in the litigation department researching and preparing legal memoranda regarding bankruptcy law.

ADDITIONAL INFORMATION

Fluent in French (studied for five years and lived in Paris for one year)

Enjoy gourmet French cooking, skiing, traveling, and rock climbing.

AMELIE POULAIN

New York Address:

110 West Third Street, #999A
New York, NY 10099
(212) 999-9999
amelie.poulain@nyu.edu

Paris Address:

9999 rue Boissy
88888 Paris
France
+33 1 42 99 99 99

BAR ADMISSION

Member of the Paris Bar, April 20**
Plan to sit for the New York State Bar Exam, July 20**

EDUCATION

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, NY
Candidate for Master of Laws (LL.M.), May 20**

UNIVERSITY OF PARIS I - PANTHEON-SORBONNE, Paris, France
Master Professionnel (Major: Business Law), July 20**

UNIVERSITY OF PARIS II - PANTHEON-ASSAS, Paris, France
Maîtrise Droit des Affaires (Major: Business Law), with High Honors (*Mention Bien*), June 20**
Activities: European Business Lawyers Association, Member
Comparative Law Society, Member
Licence Droit Privé (Major: Private Law), with Honors (*Mention Assez Bien*), June 20**

EXPERIENCE

HERBERT SMITH, Paris, France
Associate, January 20**–July 20**
Advised corporate and real estate clients in transactions such as (i) sales, acquisitions and sales and leasebacks of building portfolios, and (ii) mergers and acquisitions of real estate companies. Advised leading German company during its acquisition of a publicly-listed French company. Negotiated and drafted corporate and real estate documents including joint venture contracts, asset purchase agreements and commercial leases. Structured acquisitions including setting up acquisition vehicles and related financing. Managed teams of junior associates during due diligence investigations.

UNIVERSITY OF PARIS II - PANTHEON-ASSAS, Paris, France
Assistant Teacher, September 20**– July 20**
Taught courses (*Travaux dirigés*) in securities and asset law to *maîtrise* students.

DUBARRY LE DOUARIN VEIL, Paris, France
Legal Intern, May– September 20**
Participated in transactions relating to mergers and acquisitions and joint ventures. Advised clients during the process of acquiring companies, the set-up and restructuring of joint ventures.

SCP JACQUES ET XAVIER VUITTON, Paris, France
Legal Intern, January– May 20**
Drafted defense briefs and briefs in demand for the High Court (*Cour de Cassation*).

ADDITIONAL INFORMATION

Languages: French (native); English (fluent); Spanish (conversational)

International LLM – Significant Work Experience

LUIS MIGUEL MARTINEZ

240 Mercer Street, Apt. 222, New York, New York 10012
(212) 222-2222 luis.martinez@nyu.edu

BAR ADMISSION

Admitted in Mexico, 20**

Plan to sit for the New York State Bar Examination, July 20**

EDUCATION

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, New York

Candidate for LL.M. in Corporation Law, May 20**

Honors: Recipient of Inter-American Development Bank Scholarship

Activities: Research Assistant, Professor Marcel Kahan

UNIVERSIDAD IBEROAMERICANA, Mexico City, Mexico

Licenciado en Derecho (Law Degree), December 20**

Rank: 7 out of 110

Honors: Academic scholarship (*full-tuition scholarship awarded on the basis of academic merit*)

Awarded Special Honors on thesis “Joint Ventures in Latin America”

LEGAL EXPERIENCE

ROJAS Y PERALES, A.C., Mexico City, Mexico

Senior Associate, August 20**– July 20**

Associate, December 20**– July 20**

Law Clerk, February 19**– November 20**

Advised investment bank, commercial bank and foreign investor clients of leading Mexican law firm with over 40 lawyers in the areas of corporate and securities law, project finance and banking law:

Corporate and Securities Law: Negotiated and drafted contracts, corporate documents and delivered opinions on corporate and capital markets law. Conducted due diligence investigations and drafted due diligence reports. Researched and drafted memoranda and opinions on a wide variety of corporate law matters. Coordinated the incorporation of legal entities and day-to-day corporate activities of Mexican companies.

Project Finance: Participated in the development and financing of infrastructure projects. Reviewed bidding procedures, public contracts awards and financing documentation.

Banking Law: Provided legal advice regarding the incorporation of affiliates of foreign financial institutions in Mexico as a result of the 20** amendments to the Mexican Banking Act. Served as counsel to two major automobile industry financing entities regarding their credit operations.

BANCO NACIONAL DE COMERCIO INTERIOR (BNCI), Tampico, Mexico

Summer Legal Intern, May– August 20**

Managed contractual negotiations in the refinancing of debt by Mexican investors in connection with the acquisition of warehouse units in California. Coordinated with a California law firm regarding the foreclosure process of some of the warehouse units to obtain payment from the debtors in default. Reviewed loan agreements.

ADDITIONAL INFORMATION

Languages: Spanish (native); English (fluent)

Citizenships: U.S. citizen; Mexican citizen

International LLM – Short-term Internships

SANJEEV GUPTA

110 West Third Street, #333B
New York, NY 10099
(212) 999-9999
sgupta@nyu.edu

BAR ADMISSION

Member, Bar Council of Delhi, India, December 20**
Plan to sit for the New York State Bar Examination, July 20**

EDUCATION

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, NY

Candidate for LL.M. in International Legal Studies, May 20**

Honors: Hugo Grotius Scholarship (*full scholarship awarded on the basis of academic merit*)

Activities: Graduate Editor, *Journal of Law and Business*

NATIONAL UNIVERSITY OF JURIDICAL SCIENCES, Kolkata, India

Combined B.A./LL.B. (Hons.), April 20**

Class Rank: 8/77

Activities: Convener, Constitutional Law Society
Member, Student Body Executive Committee
Member, University Debating Team

LEGAL EXPERIENCE

AMARCHAND & MANGALDAS & SURESH A. SHROFF & CO., Mumbai, India

Intern, September 20**

Researched corporate law and reviewed transaction documents in acquisition. Prepared a paper for FICCI Capital Markets Committee on “person acting in concert” under takeover code.

AZB & PARTNERS, Mumbai, India

Intern, March– April 20**

Drafted memoranda of advice and responses on emigration, labor, property, corporate, pledges and securities, advertising, foreign investment, competition and intellectual property law. Reviewed various agreements, due diligence reports and documents pertaining to the closing of transfer of business and share transfer transactions.

FOX AND MANDAL, Kolkata, India

Intern, May 20**

Drafted petitions, opinions and legal notices. Researched property, labor and civil law.

MR. GOURAB K. BANNERJI, SENIOR ADVOCATE, SUPREME COURT, New Delhi, India

Intern, March– April 20**

Attended court proceedings and assisted in drafting pleadings and documentation pertaining to arbitration.

ADDITIONAL INFORMATION

Enjoy karate, philosophy and photography. Volunteered with Kolkata legal assistance program throughout law school.

STELLA STUDENT

79 Gray Gardens
London, England
Mobile: +1-917-123-4567

110 West Third Street, #1111
New York, NY 10012
stella.student@nyu.edu

EDUCATION

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, NY

LL.M. in International Legal Studies, 20**

Honors: Transitional Justice Scholar

International Human Rights Award, for outstanding academic record

Activities: JOURNAL OF INTERNATIONAL LAW AND POLITICS, Graduate Editor

Law Students for Human Rights

Publication: Book Note, 38 N.Y.U. J. INT'L L. & POL. 1111 (reviewing MARK A. DRUMBL, ATROCITY, PUNISHMENT, AND INTERNATIONAL LAW 2007)

UNIVERSITY OF DUBLIN, TRINITY COLLEGE SCHOOL OF LAW, Dublin, Ireland

Bachelor in Laws (LL.B.), 20**, *First Class Honours* Class Standing – 4th/86

Honors: Moot Court Advocacy (in Tort and Contract Law), 2008-2009

EXPERIENCE

INTERNATIONAL CRIMINAL TRIBUNAL FOR RWANDA, Arusha, Tanzania

NYU Center for Human Rights & Global Justice Fellow, May 20** – August 20**

Digested and analyzed factual information presented at trial to assist in drafting judgment. Conducted legal research and drafted memoranda as requested by judge and legal staff in chambers. Researched and wrote working paper on command responsibility.

INTERNATIONAL CENTER FOR TRANSITIONAL JUSTICE, New York, USA

Intern, January 20** – May 20**

Researched the institutional relationship between tribunals and truth commissions focusing on Sierra Leone.

INTERNATIONAL HUMAN RIGHTS LAW CLINIC, NYU SCHOOL OF LAW, New York, USA

Student Associate, September 20** – May 20**

Researched and co-authored *Hidden Apartheid*, a report on caste discrimination in India by Human Rights Watch and the Center for Human Rights & Global Justice. Advocated at UN in Geneva around Committee on the Elimination of Racial Discrimination review of India's state party report. Researched issues international law in support of litigation in U.S. federal court. Drafted briefing paper on 'acquiescence' in definition of torture.

WILLIAM FRY SOLICITORS, Dublin, Ireland

Summer Associate, Litigation Department, May 20** – August 20**

Researched points of law with a special focus on corporate crime in Ireland's oldest law firm. Drafted pleadings, affidavits, and prepared evidence for major transnational intellectual property litigation in the High Court. Assisted counsel during hearings.

INTERNATIONAL SERVICE FOR HUMAN RIGHTS (ISHR), Geneva, Switzerland

United Nations Monitoring Team Intern, May 20** – August 20**

Monitored UN human rights meetings and published reports in the *Human Rights Monitor*. Researched and wrote briefing comment on the regional human rights systems and guide to NGO interaction with UN treaty bodies.

ADDITIONAL INFORMATION

Conversational Irish and German. Enjoy sailing, amateur theatre, ballet, and homeopathy.

COVER LETTERS

A cover letter is your vehicle to express real interest in an employer (specific knowledge about the organization) and a clear statement of the reasons you are seeking employment with this organization. Your cover letter also serves as a sample of your writing; a strong, clearly written cover letter can help your application stand out. The cover letter is a place for you to highlight your skills, assets and accomplishments that would be most beneficial to the employer. It is your opportunity to sell yourself to the employer and explain the ways in which you can contribute to the organization.

Tips for Successful Cover Letter Writing

1. General Cover Letter Tips:

- Cover letters and resumes may be sent via e-mail or regular mail. Most employers today prefer e-mail, unless otherwise indicated in the job listing or employer's website. If you choose to e-mail your cover letter, include the letter in the body of your e-mail, as well as an attachment. You should attach all documents in .pdf format, when possible, to ensure that your formatting is retained. When sending via e-mail, it is not necessary to include your own or the employer's mailing addresses at the top of the e-mail; however, do include your contact information (address, phone number, and e-mail address) at the bottom as a signature underneath your name. Always use formal salutations (i.e. "Dear Ms. Jones"); remember that e-mail is still professional correspondence and should always be treated as such! Use the Cover Letter Outlines in this section as formatting guides.
- **Always address your cover letter to a specific individual.** In the case of law firms, you should direct your correspondence to the partner in charge of the department or practice group in your area of interest or someone with whom you share a common background (i.e., you went to the same law school, or speak the same languages), and copy or "cc" the recruiting administrator for easy follow-up. **We find applicants have much greater success when they research individual contacts for their letters, rather than sending letters to the firm's recruiting administrator.** You can use the advanced search feature on www.martindale.com to find NYU School of Law graduates, graduates of your first law school, lawyers working in a particular area, as well as lawyers who speak a particular language. You can use other resources such as the firms' websites or www.chambersandpartners.com to find partners in your practice area. If this information is not available, you may direct correspondence to the recruiting coordinator or the hiring partner. Their names can be found in the NALP Directory of Legal Employers online at www.nalpdirectory.com or on the firm's website. Please speak with an OCS career counselor to determine the best resources for targeting your job search.
- **Research before you write.** Your aim is to explain how your skills and background are suited to the work and needs of the organization you are targeting.
- Match the style and formatting of your cover letter to that of your resume.
- Use your own work product! Students who copy the samples in our resume handbook directly sound identical to their LLM classmates. The samples are intended as guides for your own writing. Many employers will use your cover letter as an indication of **your** writing abilities. Use the Cover Letter Outline below as a template for the format, but not the content, of your cover letter.
- Check your spelling and grammar. Cover letters should be clear and concise and should serve as a strong demonstration of your writing. Vary your sentence structure; avoid starting every sentence with "I." Try to use descriptive verbs when writing about your past experiences. For a guide to writing style and grammar, take a look at *The Elements of Style* by William Strunk, Jr. and E.B. White (also known as "Strunk and White").

Your computer's spell-check feature can mislead you! The following sentence is not flagged by Microsoft Word's spelling or grammar check: "Threw my log association with you Paris office, I saw the reel work product dun bye the legal staph." If possible, ask your career counselor (or a trusted friend) to review your cover letter before you send it. **There should be no typos!**

2. The First Paragraph/Opening:

- **The first paragraph of your cover letter should state your reasons for sending a resume to a particular employer.** For example: "I am writing in response to your listing with the Office of Career Services at New York University School of Law" or "I am writing because I am interested in the area of securities law, and your firm has an exceptionally strong capital markets practice." In addition, it is your opportunity to expand on the general information in your resume and make it specific to the particular job for which you are applying.

Example: I am a student in the Graduate Tax Program at New York University School of Law and expect to receive my LL.M. in Taxation in May 20** . I am writing to express my interest in an associate position with Fox & Siegel.

Example: I am currently pursuing an LL.M. in Corporation Law at New York University School of Law as a Fulbright Scholar, and I would like to be considered for an associate position at Vanderbilt, McKay, Redlich & Sexton.

- The best way to begin any cover letter: "[Name of contact] recommended that I contact you." Those seven words are the most powerful in job search correspondence. If you can mention a person with whom the employer is well-acquainted, specifying the nature of your connection with the contact and pointing out the specific reason for your "fit" with the organization, your letter is more likely to be noticed.

Example: My supervisor at the I.R.S. Office of Chief Counsel last summer, Diana Spencer, recommended that I contact you. Given my background in tax law and litigation, she suggested that I might be well suited to your firm's tax controversy practice.

- If you are applying to employers in a geographic area other than New York City, stress your reasons for doing so. For example, you may be applying for positions in the home town of your spouse. Include the dates of any upcoming visits you may have planned, or indicate if you travel to the region frequently. You also should mention your plans, if any, to take the Bar Examination in the particular state.

Example: I travel to Washington, D.C. frequently to visit family, and I would be available to meet for an interview in your offices at your convenience.

3. The Middle Paragraph(s)

- **The second and third paragraphs should state why you are interested in working for this employer and specify your interest in the type of work involved.** Identify related experience, courses, or other accomplishments in this section. Use this space to expand upon the information in your resume. In many cases, the second and third paragraphs can be combined to form one paragraph highlighting your experience, education, achievements, and interests in relation to the organization's focus and needs.
- Choose one or two items from your resume to explain or expand upon in greater detail, drawing a parallel between your background and the employer's need for that skill. Take the opportunity to

“editorialize” in a way that your resume job description does not allow. Do not repeat verbatim the information on your resume.

Example: My position as a research assistant with Professor Bigshot at NYU School of Law further solidified my interest in tax law, especially the area of transfer pricing, while also giving me the opportunity to develop my legal writing and research skills.

Example: Prior to attending NYU School of Law, I was a legal assistant at Fangda Partners, one of the largest law firms in China, where I was given progressively greater responsibility for client matters and worked closely with the firm’s partners and associates on cross-border transactions.

- **Focus on what you can contribute to the employer, rather than what they can give to you.** Think of your biggest selling points – prior legal experience, admission to the bar in your home country or another jurisdiction, significant academic experience in your area of practice, strong transferable skills, etc. Include prestigious honors or scholarships (i.e. Fulbright or Vanderbilt Scholarships) to bring the reader’s attention to the honor.

Example: I believe that my coursework concentration in the area of Intellectual Property law at NYU, combined with my two years of experience as an associate in France, will enable me to contribute to your firm’s growing international IP litigation practice.

Example: As an associate at LocalLawFirm, I worked on a groundbreaking corporate acquisition, which was the biggest in my country at the time of closing. I have a record of taking on difficult challenges and succeeding under pressure, both qualities that will serve me well in a fast-paced firm like Cravath, Swaine & Moore.

- **When possible, demonstrate that your letter is targeted, by mentioning a specific practice area or other connection to a firm.** Employers are more likely to respond positively to a cover letter that is targeted towards their practice or their firm specifically. Avoid generalizations such as “I am interested in your firm because of its strong reputation.”

Example: Given my prior experience in the area of securities law, I am particularly interested in your firm’s capital markets practice.

If you have met an attorney from a particular employer, or read a recent article about that employer or attorney, personalize your cover letter to mention this connection.

Example: I decided to apply to your firm after reading your recent article on NAFTA and its U.S. tax implications, an area in which I have great interest. My coursework focuses on the area of international taxation, and I am very committed to starting my career in this field.

4. The Final Paragraph

- **The final paragraph of the letter should refer the reader to your resume and any other materials you may have included for the prospective employer to consider.** During the first semester, a resume and cover letter are generally sufficient. Once a student has received grades, it is expected that he/she will include an unofficial transcript or some indication of academic performance either on the resume or in the cover letter. A student does not typically include a writing sample or reference list in an initial mailing. If you are responding to a listing you have found in an OCS job listing or another source, simply include all materials that have been requested in the advertisement.

Finally, delineate the next step you wish to take regarding this employer. If the employer is located out-of-town and you plan to visit the area in the near future, mention the specific dates and your availability for an interview.

Example: My resume and unofficial transcript are attached for your reference. I plan to visit the Cleveland area from March 15 – 18, and I would appreciate the opportunity to meet with you to discuss my qualifications in greater detail. Should you wish to schedule an interview, or if I can provide you with additional information to assist you in your consideration of my application, please contact me at (212) 443-3333. I look forward to hearing from you soon. Thank you for your consideration.

- You should always follow up any mailing. As the job seeker, the responsibility to pursue the opportunity is yours alone. If you do not hear back from the employer within two weeks, plan to leave a polite voice mail message for the recipient or with the recruiting contact copied on your cover letter.

Example: Hello. This is George Martin. I am calling to follow up on the letter and resume I sent to you about two weeks ago. I am an LL.M. student at NYU School of Law, and I am interested in speaking to you about an associate position with your firm. If there is anything I can provide to help you in considering my application, please call me at (212) 443-5555. I remain extremely interested in your firm, and I look forward to hearing from you.

LLM Cover Letter Outline

When sending via mail or as a .doc or .pdf e-mail attachment:

Your Street Address
City, State and Zip Code
Telephone Number
E-mail Address

Month Date, Year

First Name Last Name, Esq. (Write to a partner in your target practice area)
Organization's Name
Street Address
City, State and Zip Code

Dear [Ms./Mr. and last name]:

First paragraph: Tell why you are writing, identify the position for which you are applying and, if relevant, describe how you heard of the job. If you are applying for out-of-town employment, specify your ties to the desired location.

Second paragraph: State why you are interested in working for this employer, and specify your interest in the type of work involved. If you have related experience, courses, publications or clinical experience, identify them and describe any special accomplishments.

Third paragraph: Expand upon the information in your resume, highlighting key qualifications and relevant achievements.

Note: In many cases, the second and third paragraphs can be combined to form one paragraph highlighting your experience, education, achievements, and interests in relation to the organization's focus and needs.

Fourth paragraph: Refer the reader to your resume and any other materials you may have included for the prospective employer to consider. Have an appropriate closing to pave the way for the interview by giving your telephone number, or by offering a similar suggestion for an immediate and favorable reply. If you are planning a trip to the particular locale, include the dates of the proposed trip.

Sincerely,

(Sign; skip 3-4 lines for signature between 'Sincerely' & your typed name)

Your Name (typed)

cc: _____, Recruiting Administrator

When sending in the body of an e-mail

(We recommend that you also attach a .pdf version of your letter, formatted as above)

Dear [Ms./Mr. and last name]:

First paragraph: Tell why you are writing, identify the position for which you are applying and, if relevant, describe how you heard of the job. If you are applying for out-of-town employment, specify your ties to the desired location.

Second paragraph: State why you are interested in working for this employer, and specify your interest in the type of work involved. If you have related experience, courses, publications or clinical experience, identify them and describe any special accomplishments.

Third paragraph: Expand upon the information in your resume, highlighting key qualifications and relevant achievements.

Note: In many cases, the second and third paragraphs can be combined to form one paragraph highlighting your experience, education, achievements, and interests in relation to the organization's focus and needs.

Fourth paragraph: Refer the reader to your resume and any other materials you may have included for the prospective employer to consider. Have an appropriate closing to pave the way for the interview by giving your telephone number, or by offering a similar suggestion for an immediate and favorable reply. If you are planning a trip to the particular locale, include the dates of the proposed trip.

Sincerely,

Your Name

Your Address

City, State and Zip Code

Telephone Number

e-mail address

Note: When you send your materials directly to a partner or attorney, you should also send a cc of your e-mail correspondence to the recruiting administrator at the organization.

Sample Cover Letters

Tax LLM – Emphasizing Ties to a City

Tax LLM – General, Sent in the Body of an E-mail

Tax LLM – Highlighting Prior Work Experience

International LLM – General

International LLM – Highlighting Experience and Connection to a Firm

International LLM – Requesting an Informational Interview

Tax LLM – Request for an Informational Interview

The sample cover letters in this Handbook are designed to serve as guides for your own cover letter drafting. They should not be copied substantively. Your letter should be unique and a reflection of your personal experiences.

Tax LLM - Emphasizing Ties to a City
(Corresponds with Resume Sample #2)

1234 Union Street
Brooklyn, NY 11216
(718) 678-3827

December 3, 20**

Jane Tax Partner, Esq.
Baker Botts L.L.P.
910 Louisiana St.
Houston, TX 77002

Dear Ms. Partner:

I am presently attending the Tax LL.M. program at New York University School of Law, where I was awarded the Graduate Tax Program Scholarship. I am writing to apply to Baker Botts for an associate position following the completion of my studies in May. I grew up in Houston, and am quite interested in returning there to start my legal career.

I received my law degree from Tulane University Law School, where I was the Articles Editor of the *Tulane Law Review*. During law school, I served as a summer associate with Brice, Mankoff & Barron, a boutique law firm in Dallas, where I had the opportunity to work on a number of tax projects and gain hands-on experience in legal research and writing.

Prior to law school, I was an accountant for a mid-sized accounting firm in Louisiana, giving me a broad base of knowledge from which to build my career as a tax lawyer. In addition, my coursework at NYU focuses on corporate taxation, including mergers and acquisitions, corporate divisions, and acquisition finance. I believe my background in accounting, combined with my law firm experience and extensive tax coursework at NYU School of Law, will enable me to contribute to your firm's corporate tax practice.

My resume and unofficial transcripts are enclosed for your consideration. I will be in Houston from December 22 to January 12 and can be available at your convenience during that time. I look forward to hearing from you.

Sincerely,

Lauren Kessler

Enclosures

cc: Melissa O. Moss, Manager of Attorney Employment

Tax LLM – General, Sent in the Body of an E-mail (with partner in the “To” field, and recruiting administrator in the “cc” field)
(Corresponds with Resume Sample #1)

Dear Mr. Green:

I am a candidate for an LL.M. in Taxation at New York University School of Law, and I am writing to express my interest in an associate position in the New York Office of Green, Garfinkel & Redlich. Your firm’s strong international tax practice and growing presence in Asia first drew my attention, as I believe my skills and international background are well suited for an entry-level position in a global firm such as yours.

I received my J.D. from Villanova University School of Law where I graduated in the top 15 percent of my class. Throughout the pursuit of my law degree, I worked to expand my experience and knowledge in the area of taxation, as I knew from my first year that I had a strong interest in this field. I excelled in Villanova’s tax law classes, earning a GPA of 3.68 in my five tax classes. Additionally, I engaged in both professional and community service activities that further enhanced my skills as a lawyer and tax professional.

I am regarded as a very diligent and thorough worker, possess excellent research and writing skills, have a proven capacity to undertake serious responsibilities and can work effectively in a challenging environment. I look forward to putting my experience and enthusiasm to work on your firm’s behalf.

My resume and J.D. transcript are enclosed for your consideration, and I will follow up with my Fall semester grades, once they are available in January. I would appreciate the opportunity to speak with you further about the needs of your firm during the coming year.

Sincerely,

Christopher Lee
240 South End Avenue
New York, New York 10280
(212) 736-1111
christopher.r.lee@nyu.edu

264 Henry Street, #4D
New York, New York 10012
(718) 555-1234
djw3490@nyu.edu

February 10, 20**

Frank N. Stein, Esq.
Apple & Pear LLP
33300 Water Street
New York, New York 10001

Dear Mr. Stein:

I am currently enrolled in the LL.M. in Taxation program at NYU School of Law and expect to graduate this May. I am extremely interested in an associate position in your tax practice, and I believe that my professional experience, academic background, and research and writing skills will enable me to make valuable contributions to the firm.

After graduating *cum laude* from Brooklyn Law School in 20**, I worked as a corporate associate at Johnson, Donovan & Lane LLP where I received exposure to tax aspects of complex corporate transactions. I had the opportunity to engage in broad-based research on federal and international tax matters for domestic and multinational corporations. While my work at Johnson, Donovan & Lane centered on drafting agreements and other documentation for mergers and acquisitions, as well as for structured finance products, I especially enjoyed the opportunities I had to engage with tax research and tax aspects of transactional practice. As part of my work, I researched and drafted a client memorandum presenting recommendations for tax saving measures related to the creation of a newly-created subsidiary as provided in Section 4444 of the Internal Revenue Code. Our client subsequently adopted a portion of these recommendations.

In order to further expand my knowledge in tax, I decided to pursue the LL.M. in Taxation at NYU. My coursework focuses on an array of substantive tax areas including Bankruptcy Tax, Taxation of Executive Compensation, and International Tax. These courses, combined with my law firm experience and practical training, provide me with the skills, knowledge, and enthusiasm to be an associate at your firm.

My resume and law school transcripts are attached for your reference. I would welcome an opportunity to discuss my qualifications in greater detail. Please contact me at your convenience at 718-555-1234 or djw3490@nyu.edu. Thank you very much for your consideration.

Sincerely,

David John Wallace

Enclosure

International LLM - General
(Corresponds with Resume Sample #7)

110 West Third Street, #333B
New York, NY 10099
(212) 999-9999
sgupta@nyu.edu

Abraham Lincoln, Esq.
Siegel, Nesbitt & Johnson LLP
132 Avenue of the Americas
New York, NY 10019

Dear Mr. Lincoln:

I am an Indian lawyer presently attending New York University School of Law as a Hugo Grotius Scholar, and expect to receive an LL.M. in International Legal Studies Law in May 20**. I am interested in applying for an associate position at Siegel, Nesbitt & Johnson because I believe that my international training and academic performance are a good match for the firm's prestigious corporate and international financial practices.

I received a combined B.A./LL.B. from the National University of Juridical Sciences, one of the most prestigious universities in India, where I graduated with honors, as one of the top ten students in my class. My academic coursework concentrated on the areas of corporate and international law. In addition to my strong academic record, I also had the opportunity to intern at a number of India's most well-regarded law firms. At Armachand & Mangaldas, I participated in the preparation of a major corporate acquisition involving multiple international stakeholders. These experiences provided insight into the fast-paced nature of corporate practice, while also strengthening my drafting and research skills. At NYU, my coursework includes Mergers & Acquisitions, Securities Regulation, Corporations, and Corporate Finance, which I believe compliment my B.A./LL.B. studies and practical experience. I am eager to apply my training and skills to work in your firm's corporate practice.

Enclosed please find a copy of my resume for your review. I would appreciate the opportunity to meet with you to discuss my qualifications and I look forward to hearing from you soon.

Very truly yours,

Sanjeev Gupta

Enclosures
cc: Ellyn Smith, Recruiting Coordinator

International LLM - Highlighting Experience and Connection to a Firm
(Corresponds with Resume Sample #6)

240 Mercer St., Apt. 222
New York, NY 10012
(212) 222-2222
luis.martinez@nyu.edu

January 30, 20**

Joseph Green, Esq.
Green, Garfinkel & Redlich
Two Boulder Drive
Dallas, TX 75222

Dear Mr. Green:

I am a Mexican attorney presently attending New York University School of Law and I will receive a Master of Laws in Corporation Law (LL.M.) in May 20**. My supervisor at Rojas y Perales, A.C., Hernando Perales, suggested I contact you, as I am interested in applying to Green, Garfinkel & Redlich for an internship following the completion of my studies in May. I am particularly interested in your firm because of its longstanding relationship with Rojas y Perales, and I believe I would be able to help service your clients with an interest in Mexico and Latin America.

In addition to my familiarity with your firm's practice, I would like to highlight certain areas of my background that make me a strong candidate for your foreign associate program:

- As a senior associate with Rojas y Perales, I have more than seven years of significant practice experience, including substantial work in corporate and securities, project finance, and banking law.
- My first semester NYU grades are very strong, including an A in Corporations with Professor William Allen, who has offered to provide a reference on my behalf.
- I am a dual citizen of the U.S. and Mexico, and have spent considerable time in Texas, visiting family and friends. Dallas is my home in the States, and I look forward to deepening my ties there through a legal internship.

I have enclosed my resume, unofficial NYU transcript and list of representative transactions for your consideration. I look forward to hearing from you.

Sincerely,

Luis Miguel Martinez

Enclosures

International LLM - Requesting an Informational Interview

Dear Ms. Bondard,

I was given your name by the Office of Career Services at NYU School of Law because you received your LL.M. from NYU School of Law and are an active member of the French-American Bar Association of New York. I am a French-trained LL.M. student currently studying at NYU School of Law, planning to pursue a career in international arbitration after completion of my degree. As a fellow French lawyer in New York, I am hoping you would be willing to share your perspective on the job market for LL.M. students and advice about the job search in general.

Prior to coming to NYU, I was an associate in the Corporate Department at Herbert Smith in Paris; however, I am now looking to shift my career to focus on International Arbitration, as I believe this practice area is a better fit for my skills and interests. In addition to sharing your own experiences, I would be delighted to hear your suggestions about professional associations or other organizations I should join to help me develop my skills and professional network in this area.

As a former associate myself, I fully understand the demands on your time. If you could speak with me for a few minutes either in person or over the phone, it would be greatly appreciated. My schedule is very flexible, and I am able to come to your office or meet you in another convenient location at any time.

I look forward to hearing from you soon.

Regards,

Amelie Poulain
NYU School of Law
LL.M. Candidate 20**

110 West Third Street, #999A
New York, NY 10003
(212) 999-9999
amelie.poulain@nyu.edu

Tax LLM - Request for an Informational Interview

240 Mercer Street, Apt. 302
New York, NY 10012
(212) 443-1233

December 1, 20**

Patricia M. Chung, Esq.
Biltmore, Archer & Chung, P.C.
100 Maiden Lane, Suite 20
New York, NY 10038

Dear Ms. Chung:

I understand that you graduated from NYU School of Law in 1999 and you also attended Rutgers University for your undergraduate degree. As a fellow Rutgers graduate and a current student in the LL.M. in Taxation program at NYU School of Law, I am writing to seek your advice on the LL.M. job search. I am currently exploring career options in trusts and estates law and I am very interested in your perspective both as an alumna of the Law School and as an experienced practitioner in the trusts and estates field.

As a summer associate at Weinacht & Beeler LLP, I was exposed to international trust and tax planning during my rotation through the Private Client Group. Since that time, I have attempted to learn all that I can about this area of law. Among other things, I have joined the Trusts and Estates Law Committee of the Association of the Bar of New York as a student member. The Chair of the Committee accepted my offer to perform legal research and writing for the committee newsletter; reviewing recent case law and legislation has enabled me to stay abreast of developments in the field. Additionally, I attend bar association and Practising Law Institute lectures, meetings and seminars on estate planning topics when my academic schedule permits. If you have any recommendations for professional development reading or networking opportunities, I would truly appreciate your input.

I am endeavoring to develop a strong foundation in this practice area and to familiarize myself with its practitioners so that I can best tailor my career planning and job search to this market. Any advice you would be willing to provide in this regard would be gratefully received. Please let me know if you would be willing to speak with me briefly, either in person or over the phone, in the next few weeks. My schedule is flexible and I am able to come to your offices at your convenience.

Thank you in advance for your time and assistance.

Sincerely,

Katherine C. Benson

THANK YOU NOTES AND OTHER CORRESPONDENCES

If you ask ten attorneys about the importance of sending thank you notes, you will undoubtedly receive ten different opinions. Recruiting coordinators at large firms – where decisions can be made very quickly and the recruiting department is deluged with paper – may not consider them effective. On the other hand, a partner at an out-of-town firm who visited the NYU School of Law campus to recruit candidates would probably appreciate the interest and gratitude displayed by a personalized thank you letter.

As a general rule, a thank you note is not required following a twenty-minute screening interview that takes place on campus or through a formal recruiting program such as the Taxation Interview Program. You may wish to make an exception if a screening interview is exceptionally important to you or if the interview did not give you the chance to emphasize some facet of your background you feel is important to the decision-making process. Similarly, if the interviewer has traveled some distance to attend the interview program (as with the International Student Interview Program and some Taxation employers) a brief thank you e-mail is often appreciated.

The callback (interview taking place at the firm) process is a different story. A half- or whole-day interview involves planning, attorney and administrator time, and significant expense – especially if you have traveled to another city and been the guest of the firm. In this case, the thank you note is both a social and business necessity. Your letter may be sent to one individual on the interviewing “team” (hiring attorney, administrative director, recruitment coordinator) extending thanks to all the individuals you met (rather than writing to everyone individually). If you choose to write to each attorney individually, do your best to personalize each letter with a topic discussed in your meeting with that person. Typically, these letters end up in one central file with your resume, evaluations and other information concerning your candidacy. You would not want them to be identical!

If you do elect to send a thank you note, do so within 24 hours. A prompt letter is polite and demonstrates your efficiency, and, if the thank you note is to influence the employer’s decision regarding your candidacy, the attorneys must receive the letter before the decision is made. Thank you letters sent via e-mail are the norm. Handwritten notes are not appropriate for this business setting. And remember, your thank you note must be error free! Proofread carefully, and make sure the letter is flawless before sending.

ADDITIONAL SAMPLE CORRESPONDENCE

Collective Thank You Note Following Callback Interview
Individualized Thank You Note
E-mail Following Up After an Interview
E-mail Accepting an Offer
E-mail Rejecting an Offer
E-mail Requesting and Extension to Decide on an Offer
E-mail to OCI Firm When On-Campus Interviews are Oversubscribed

The sample correspondence in this Handbook is designed to serve as a guide for your own drafting. They should not be copied substantively. Your correspondence should be unique and a reflection of your personal experiences.

Collective Thank You Letter Following Callback Interview

240 Mercer Street, #305
New York, NY 10012
(212) 443-6090

January 10, 20**

Barbara T. Barrett, Esq.
Kane & Letterman
101 Wall Street, Suite 1602
New York, NY 10036

Dear Ms. Barrett:

Thank you so much for an enjoyable and informative visit to the offices of Kane & Letterman this past Tuesday, January 9. I greatly appreciated having the opportunity to meet with members of the firm and to tour your impressive new offices. Our discussion of emerging markets and your firm's expanding practice in Latin America was particularly interesting to me. I am grateful for your candor and willingness to share your perspectives. Kane & Letterman certainly seems like an ideal firm for an international attorney launching her career in the United States.

Please extend my thanks to your colleagues Bill Smith, Patty Summerville and Tim Rogers for taking time from their busy schedules to meet with me, and to Samantha Caldwell for arranging my visit to the firm. I particularly appreciated having the chance to speak at length with Mr. Smith and Ms. Summerville regarding the extensive training program at the firm. Kane & Letterman's diverse corporate practice and outstanding training resources are extremely appealing to me.

I remain very interested in an associate position at the firm. Should you require any additional information to assist you as you consider my candidacy, please do not hesitate to contact me at (212) 443-1234.

Thank you once again for your time and consideration. I look forward to hearing from you.

Very truly yours,

Lena B. Rivera

Individualized Thank You Letter

110 West Third Street, #398
New York, NY 10012
(212) 433-9876

November 12, 20**

Mark S. Roberts, Esq.
Morris & Bennett, P.C.
1475 Third Avenue, Suite 2435
New York, NY 10017

Dear Mr. Roberts:

Thank you for taking the time out of your busy schedule to meet with me yesterday afternoon. I thoroughly enjoyed my visit to the Morris & Bennett offices. I particularly enjoyed our discussion of the firm's growing finance practice, and the anticipated changes in the field as the economies in East Asia continue to expand and demand accelerated infrastructure development. You were especially kind to arrange my visit with two recent graduates of New York University School of Law; it was quite helpful to gain the perspective of junior associates in the firm's corporate department. Morris & Bennett's hands-on approach to associate training and development seems well-suited to my work style and abilities.

I remain extremely interested in an associate position with Morris & Bennett. Should you require any additional information to assist you as you consider my candidacy, please do not hesitate to contact me at the number listed above.

Thank you once again for your time and consideration. I look forward to hearing from you.

Very truly yours,

Henry Wu

E-mail Following Up After an Interview

Dear Mr. Jones,

I am writing to follow up with you regarding my interview with Jolie & Pitt on February 2. I truly enjoyed meeting you and all of your colleagues, and appreciate your taking time out of your busy schedule to show me around your office. I remain extremely interested in an international associate position with your firm, and I am confident that I would be a good fit for your growing China practice. Attached is a list of professional references, all of whom can discuss my qualifications in greater detail. Please let me know if there is any additional information I can provide to assist you in making your hiring decision. I look forward to hearing from you soon.

Sincerely,

Ling Liang
35 Fifth Ave, Apt. 10B
New York, NY 10003
(917) 555-1111
ling.liang1@nyu.edu

E-mail Accepting an Offer

Dear Ms. Purcell:

I am pleased to accept your offer of employment with Weinacht & Beeler LLP. I thoroughly enjoyed my recent visit to the firm to meet with several junior and senior associates in the Corporate Department, including Joan Simmonds and Tom Peters. I plan to contact them in the next few days to thank them for their assistance in making this important decision. I look forward to seeing you again soon, and to beginning my position at Weinacht & Beeler this Fall.

Best regards,

Tom Brady
110 West Third Street, Apt. 309
New York, NY 10012
(212) 443-3000
tom.brady@nyu.edu

E-mail Rejecting an Offer

Dear Mr. Lincoln:

I am writing to advise you that, after much deliberation, I will not be accepting your invitation to join Gordon, Nesbitt & Purcell. The friendly and professional demeanor of everyone with whom I met, coupled with Gordon, Nesbitt & Purcell's outstanding tax practice, made this a very difficult decision. I would like to thank you again for all of your consideration and assistance with the interview process, and hope that our paths cross again in the future.

Sincerely,

Monica Geller
110 West Third St., Apt. 100
New York, NY 10012
(212) 443-1000
monica.geller@nyu.edu

E-mail Requesting and Extension to Decide on an Offer

Dear Ms. Gordon:

Thank you for your offer to join Weinacht & Beeler's New York office as a foreign associate in the fall. Your firm remains one of my top choices. However, this is a very difficult decision for me to make, as I am in the midst of preparing for final exams in a few weeks. I am writing to ask for an extension to your decision deadline. I understand that your firm must make decisions as well, and I will be able to respond to you by ____, with my final decision. Thank you in advance for your time.

Sincerely,

Tom Brady
110 West Third Street, Apt. 309
New York, NY 10012
(212) 443-3000
tom.brady@nyu.edu

E-mail to OCI Firm When On-Campus Interviews are Oversubscribed

Dear Ms. Jones:

I understand that you will be interviewing on-campus at NYU School of Law on _____. I was unable to secure a position on your interview schedule through the lottery, and I have been placed on the waiting list. Weinacht and Beeler LLP is one of my top choice firms, and I believe that my prior work experience at TIAA-CREF will be an asset to your Employee Benefits practice. I understand that you will be quite busy during OCI, but I am wondering if you might be able to meet with me at some point while you are on campus, either after the last interview is over or during the lunch break. Alternatively, my schedule is quite flexible and I would be able to travel to your offices to meet you at another convenient time. My resume and unofficial transcript are enclosed for your reference. I look forward to hearing from you soon.

Sincerely,

Carrie Bradshaw
110 West Third St., Apt. 100
New York, NY 10012
(212) 443-1000
carrie.bradshaw@nyu.edu

UNOFFICIAL TRANSCRIPTS

Unofficial transcripts for NYU School of Law coursework must be printed from the Albert Student Information System (through NYU Home), rather than self-compiled. Students must attach to their unofficial transcripts the “Transcript Addendum for New York University School of Law JD & LLM Students,” available for download in the Resources Tab of CSM. The Transcript Addendum provides detailed information about NYU School of Law’s grading policies and was designed to enhance students’ job search applications.

If an employer requires an Albert unofficial transcript in electronic form, students may attach it as a .pdf document and must attach the transcript addendum, which includes the following statement in their transmission: “I certify that this is a true and correct copy of my unofficial transcript produced by the NYU Albert Student Information System.” You can create the unofficial transcript by scanning printed copies of (1) your Albert unofficial transcript and (2) the Transcript Addendum from CSM’s Document Library together into one .pdf file. A scanner is available for student use in the OCS. Alternatively, you can use PDF creation software to combine these three items. A full version of PDF creation software is available for use on the computers in the OCS Career Library.

Students are reminded that they are responsible for representing their achievements accurately and that employers generally will request official transcripts at some point in the application process; any alterations or misrepresentations will be cause for discipline by the Law School.

TRANSCRIPT ADDENDUM FOR NYU SCHOOL OF LAW J.D. & LL.M. STUDENTS

I certify that this is a true and accurate representation of my NYU School of Law transcript.

Grading Guidelines

The following guidelines, adopted in Fall 2008, represent NYU School of Law's current guidelines for the distribution of grades in a single course. Note that J.D. and LL.M. students take classes together and the entire class is graded on the same scale.

A+ = 0-2%	A = 7-13%	A- = 16-24%
B+ = 22-30%	B = Remainder	B- = 4-8% for 1L J.D. students; 4-11% for all other students
C/D/F = 0-5%	CR = Credit	IP = In Progress
EXC = Excused	FAB = Fail/Absence	FX = Failure for cheating
*** = Grade not yet submitted by faculty member		
Maximum for A tier = 31%; Maximum grades above B = 57%		

The guidelines for first-year J.D. courses are mandatory and binding on faculty members. In all other cases, they are advisory but strongly encouraged. These guidelines do not apply to seminar courses, defined for this purpose to mean any course in which there are fewer than 28 students taking the course for a letter grade.

NYU School of Law does not rank students and does not maintain records of cumulative averages for its students. For the specific purpose of awarding scholastic honors, however, unofficial cumulative averages are calculated by the Office of Records and Registration. The Office is specifically precluded by faculty rule from publishing averages and no record will appear upon any transcript issued. The Office of Records and Registration may not verify the results of a student's endeavor to define his or her own cumulative average or class rank to prospective employers.

Scholastic honors for J.D. candidates are as follows:

<i>Florence Allen Scholar:</i>	Top 10% of the class after four semesters
<i>Robert McKay Scholar:</i>	Top 25% of the class after four semesters
<i>Pomeroy Scholar:</i>	Top ten students in the class after two semesters
<i>Butler Scholar:</i>	Top ten students in the class after four semesters

Named scholar designations are not available to J.D. students who transferred to NYU School of Law in their second year, or to LL.M. students.

Missing Grades

A transcript may be missing one or more grades for a variety of reasons, including: (1) the transcript was printed prior to a grade-submission deadline; (2) the student has made prior arrangements with the faculty member to submit work later than the end of the semester in which the course is given; and (3) late submission of a grade. Please note that an In Progress (IP) grade may denote the fact that the student is completing a long term research project in conjunction with this class. NYU School of Law requires students to complete a Substantial Writing paper for the JD degree. Many students, under the supervision of their faculty member, spend more than one semester working on the paper. For students that have received permission to work on the paper beyond the semester in which the registration occurs, a grade of IP is noted to reflect that the paper is in progress. Employers desiring more information about a missing grade may contact the Office of Records & Registration (212-998-6040).

Class Profile

The admissions process for all NYU School of Law students is highly selective and seeks to enroll men and women of exceptional ability. The Committee on Admissions selects those candidates it considers to have the very strongest combination of qualifications and the very greatest potential to contribute to the NYU School of Law community and the legal profession. The Committee bases its decisions on intellectual potential, academic achievement, character, community involvement, and work experience. For the Class entering in Fall 2012 (the most recent entering class) the 75th/25th percentiles for LSAT and GPA were 173/169 and 3.8/3.5. Because of the breadth of the backgrounds of LL.M. students and the fact that foreign-trained LL.M. students do not take the LSAT, their admission is based on their prior legal academic performance together with the other criteria described above.

WRITING SAMPLES

Most employers will not require a writing sample at the screening (on-campus) interview stage, but you may be asked to provide a piece of legal writing (5-10 pages) at some point in the recruitment process. The practice varies from firm to firm and city to city.

Indicating the availability of a writing sample in your cover letter or during the interview is optional. Even if you do not offer to provide a writing sample, you should have that sample ready at all times. If your writing sample was prepared for a course, retype it so that written comments are not included on the copy submitted to potential employers.

Consider what legal writing piece you believe best reflects your analytical abilities, clarity of communication and attention to detail. Rather than a motion or brief that often is somewhat formulaic and may provide little hint of a student's thought process, memoranda are often a better choice. If you use an assignment you prepared for a past employer, remember that you must always receive express permission from your employer to use work product for this purpose. If the writing sample is a memorandum prepared for the client of a private law firm, it constitutes attorney-client work product. You run the risk of disclosing confidential and potentially damaging information if you circulate this to prospective employers – showing poor judgment to prospective employers and possibly souring your relationship with your former boss. You must obtain permission from your supervisor and then discuss specifically what names, addresses and other identifying factual information must be taken out or "redacted" before the memorandum can be shared outside the firm.

If you have worked for a judge and you wish to use an opinion you prepared for the judge as a writing sample, you must receive express permission. Judges are the official authors of all legal opinions and order, and it is a potential breach of that etiquette to present the work as your own. You should request the permission of the judge or the judge's clerk, and even then it may be preferable to use the draft you prepared in the form prior to the judge's edits and/or publication of the opinion.

Your writing sample should include a title page as follows. If you are using portions of a larger document, you should also include a brief introduction to provide context to your writing sample.

JOHN C. DEPP
New York University School of Law
LL.M. Class of 20**

WRITING SAMPLE

Draft of Legal Opinion
submitted with the express permission of
The Hon. Lisa Simpson
U.S. District Court, E.D.N.Y.
Brooklyn, New York
August 15, 20**

PREPARING A REFERENCE LIST

Although you do not need to include references in a mailing to employers, you should be prepared to provide them, and you should expect the employer to check them. Employers typically request references during or after a callback interview, but you should be prepared to provide them even at a screening interview. Prepare a separate sheet, listing references by name, title, address, telephone number and email address, and have the sheet available at interviews.

Before you provide someone's name to a potential employer as a reference, be sure to obtain his/her prior permission. The most important factor in choosing an academic or professional reference is to approach only those individuals who can speak to your legal reasoning, writing and advocacy skills, or your professional accomplishments, abilities, attitude and personality. Securing a high grade from a professor with whom you have never spoken outside of class does not usually lead to a detailed, meaningful recommendation.

When approaching a professor or a former employer for a letter of recommendation or for permission to include that individual on a list of references, be prepared. Bring with you a current copy of your resume, transcript, and any writing you completed for that individual – the more information you provide to a prospective reference, the more detailed and meaningful the reference will be. Asking once does not make a professor or employer a "reference for life!" It is imperative that you ask the individual to serve as a reference each time you undertake a job search in which you plan to call upon that person's good opinion of you. Do not be hurt or insulted if the person declines your request; the aim is to identify an experienced professional who can speak effectively to your current talents and abilities. If too much time has passed since you worked with that person, your reference may carry less weight. Trust the professor or former employer to do the right thing - even if that means turning you down. Please make sure to contact your reference shortly before a prospective employer is likely to call that person. That way, the call will not come as a surprise to your reference, he or she can be ready with glowing praise of you, and the outcome you hope for can be achieved.

CHRISTIAN PETIT
New York University School of Law
LL.M. Class of 20**

Professional References

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NETWORKING

Networking and informational interviewing are integral parts of the LL.M. job search, and important life-long skills for attorneys. A significant number of LL.M. graduates each year report that they received their job offer through a friend, referral, or other form of networking. Even those who secure jobs through an on-campus interview or targeted mailing report that networking helped them in their job search, as they gained contacts, references, and information about the legal market.

What it is:

A life-long connection-building process. The networking process has a long-term, rather than an immediate, payoff. The easiest example of your network is your current LL.M. classmates. The friends you make in your LL.M. class today will be leaders in their law firms, corporations, governments and non-governmental organizations in the future and will be invaluable contacts to you as you seek alliances with attorneys in particular practices around the world.

How to do it:

Think of all of the **people you already know** who might be able to develop your network:

- classmates (from NYU and your prior law school),
- professors (NYU, JD, and undergrad, if applicable),
- former employers (even non-legal),
- alumni of your law school or NYU,
- other practitioners in your practice area,
- practitioners from your home country/region,
- family, friends, etc.

Reach out to these contacts regularly (as appropriate – don't be a Spammer!). Let them know what you are up to at NYU or elsewhere. Also, ask them questions about their practice or recent news that might be of interest to both of you. Ask for advice whenever possible – the goal of building a network is to educate yourself not only about potential job opportunities but also about legal practice more broadly. Also, many people appreciate being given the opportunity to talk about themselves and their practice, so it is always a good idea to show a genuine interest in someone's background.

You can also network with **people that you have never met before**. This process may be more intimidating for some students, but it is another important tool in any attorney's arsenal.

- Look for **events** at NYU or at Bar Associations around New York or your target geographic region that are relevant to your long-term career goals. For example, if you are interested in a career in Estate Planning, look for Continuing Legal Education (CLE) classes on Estate Planning at the New York City Bar Association. Or, if you are interested in Antitrust law, you might want to attend the annual meeting of the American Bar Association's Antitrust Section.
- Introduce yourself to people at any cocktail/mingling sessions during these events. Find out about their interest in the topic.
- Prepare a 20 second "elevator speech" introducing yourself and your top professional assets quickly.
- Always get the person's business card and **follow up** with a brief email in a day or two.
- If possible, continue following up when you see relevant news or see other events that might be of interest to that person too (within reason). This will help form a relationship on which you can build your job search efforts.
- If you are attending a **panel discussion or lecture**, consider talking to the panelists afterwards. Jot down questions during the discussion and approach them at the end to thank them for speaking and to ask your follow up questions.
- If this is too forward for you, take note of the person's contact information (attorneys at large law firms often have their email address online) and follow up via email the next day. Thank the person for speaking, introduce yourself, and ask if she would be willing to speak to you more about pursuing

a career in X field. Set up a time to speak over the phone or meet in person. Come prepared with questions about the practice and the person's career, as well as your "pitch" for your own background and skills.

Informational Interviewing:

Informational interviews give LL.M. students an opportunity to speak with practitioners one-on-one, learn more about the legal market, practice, and potential career opportunities. At the same time, you have the opportunity to present your background and interests to a potential employer and impress him/her with your poise and intelligence without the pressure of a "real" interview!

- In addition to conducting informational interviews with attorneys that you meet at events, or people with whom you already have a connection, you can use lawyer search engines such as LinkedIn.com, www.martindale.com and the Directory of Corporate Counsel (available on Westlaw) to identify attorneys with whom you have a common interest (i.e., a similar practice area, the same law school, similar language skills, or country of first law degree) and write to them asking for advice and information.
- Make it clear in the first correspondence that you are **seeking advice** and you are not asking for a job. This takes the pressure off the attorney, who may not have a job opening right now, and makes it easier for her to agree to a brief conversation.
- If you wish, you can attach your resume to your introductory email, with language stating "I am attaching my resume here to give you a sense of my professional and academic background" or something similar.
- Be **flexible with timing** – remember they are doing you a favor by meeting with you.
- If possible, at the end of your informational interview, **ask if there are any other attorneys you should talk to**, or any organizations you should join to help you in your career development.
- Remember, the best way to start an email to a new contact is to "name drop." People will respond positively to an opening sentence like: "I recently met Mr. XYZ, and he suggested I contact you to learn more about your career in International Trade Law."

Try to make it easy for the person to help you. Instead of asking "how can I get a job?" ask a more targeted question, one that might provide you with information about the career path for a lawyer in your area, as well as advice on the job search. Following are some sample questions that can be asked during an informational interview.

Career Path

- Where did you work immediately after your LL.M.?
- What was your career path (if you've changed jobs since graduation)?
- How/why did you choose your current employer?

Practice Area

- How did you choose this practice area?
- What is a "typical" day in the life of a practitioner in your area?
- What does a first or second year associate do in your practice?
- In your opinion, what is the most interesting/exciting/rewarding aspect of your practice?
- How does a student who is interested in this area get started?
- What courses would you recommend a student take next semester to pursue a career in this field?
Are there any courses you wish you had taken when you were in the LL.M. program?
- Are there any professional associations/organizations a student should join to gain exposure to this area?
- What are the lead publications in this field? Any websites or other sources a student should read regularly?

Organization

- Are associates at your organization given any specialized training?
- How is work assigned?
- How do the various departments of your firm work together?
- How does your organization recruit/hire LL.M. students?
- Do students get credit for the LL.M. (in terms of salary and/or seniority)?
- For organizations with offices in other cities, what are the options for geographic mobility? Does it matter in what state a student has taken the bar?

Job Search Strategies

- How did you find your job post-LL.M.?
- What other job search methods do you find effective (as an employer)?
- What are some common interviewing tips for LL.M. students?
- What qualities/qualifications does your firm look for in an LL.M. candidate?
- Do you recommend that students prepare a writing sample? What type of material is preferred?
- How do you view J.D. vs. LL.M. performance? What about prior work experience?

For more about informational interviewing, other students have found the following articles helpful (the full text of both articles can be found at the end of the LL.M. Job Search Resources Handbook):¹

1. A Guide to Networking Meetings

http://www.legalauthority.com/cc/a_guide_to_networking_meetings.html

2. When Networking, Use the Right Kind of Correspondence

See “Drafting Strong Networking Correspondence” in the Appendix.

Sample Organizations and Professional Associations:

- ✓ New York City Bar Association (www.nycbar.org)
- ✓ New York State Bar Association (www.nysba.org)
- ✓ New York County Lawyers’ Association (www.nycla.org)
- ✓ Practising Law Institute (www.pli.edu)
- ✓ American Bar Association (www.abanet.org)
 - Section on Taxation (www.abanet.org/tax/home.html);
 - International Section (www.abanet.org/intlaw/home.html)
- ✓ Institute for Professionals in Taxation (www.ipt.org)
- ✓ American College of Trust and Estate Counsel (www.actec.org)
- ✓ International Bar Association (www.ibanet.org)
- ✓ International Association of Young Lawyers (AIJA) (www.aija.org)
- ✓ South Asian Bar Association of New York (www.sabany.org)
- ✓ China Business Lawyers’ Association (www.cblalaw.org)
- ✓ French American Bar Association (www.faba-law.com)
- ✓ Irish American Bar Association of New York (www.iabany.org)
- ✓ ... and many more! Do a search based on your practice area or geographic interests, your language skills, legal training, or other factors.

1. Please note that inclusion of these articles in our resource materials does not connote NYU’s support of any particular product or program offered by the above organizations.

INTERVIEW SKILLS

The principal challenge presented by interviewing is time management. You have a brief opportunity to convey the aspects of your qualifications and background that make you the right candidate for the position. You need to be both well prepared and well organized as you approach the process. Spend some time preparing for your interviews by developing your interview agenda, researching employers thoroughly, and making sure that your professional image is up-to-date and polished.

A. Preparing for an Interview

1. **Self-Assessment and Agenda Building:** Analyze your experiences, strengths, weaknesses and interests to gain a clear understanding of your personal assets and professional goals and how they relate to the employer with whom you are interviewing.
- Take control of your interview! **Develop a list of 3-4 skills or assets that you bring to the table and that distinguish you from others. Make it a point to get these skills or assets across during the interview.** Rethink your agenda points in light of the employer with whom you are meeting. The skills and abilities sought by a large corporate law firm may not be the same as those valued by a small firm or a government agency. Use the “Interview Agenda Worksheet” at the back of this section to help you determine your best selling points. Once you have developed your agenda, **plan to get these points across and weave them into the conversation even if you are not asked about these points directly.**
- Additionally, develop **a repertoire of anecdotes to illustrate your skills and assets**, as well as cogent explanations for the weak points in your record. Stories about your experiences and skills will remain in an interviewer’s mind much more powerfully than vague, generic answers. For example, rather than saying, “I am a hard worker and want to get ahead,” you might say, “In addition to summer employment, I have worked consistently during college/law school/graduate school, and I have undertaken extra research projects for professors to prepare myself better in this specialty area.” Review the commonly asked questions presented in sections C & F and come up with examples of your agenda points to answer as many of them as possible.

Examples of agenda points and anecdotes:

- a. *“Longstanding interest in tax law”*—tax law-related internships or courses in JD
 - b. *“Quality Work/Attention to Detail”*—focus needed to prepare papers/exhibits in paralegal position during law school
 - c. *“Takes on Responsibility/Initiative”*—created new student group during law school focusing on international law
 - d. *“Already Familiar with Corporate Law and Business Issues”*—prior experience at a law firm as an associate, summer associate, or intern
 - e. *“Extensive research and writing background”*—legal publication, research assistant position or a thesis
 - f. *“Ability to Work Well Under Pressure/Long Hours”*—experience working 70+ hours per week at a large national accounting firm, handling Fortune 100 clients
 - g. *“Leadership Skills”*—serving as Symposium Coordinator for International Law Society
 - h. *“Experience in many cultures and fluency in 3 languages”*—study abroad experience and language skills
- **Address perceived weak spots head-on.** Whether the issue is your law school grades, lack of private-sector work experience, a series of jobs of short duration, or a gap on your resume, don’t avoid the issue or try to make excuses. It is much more effective to face the issue head-on. The on-campus interviewer will act as your “ambassador” at the firm or organization; if you are to

receive a callback, this attorney needs to be armed with information to make a case for the strength of your application or explain any weaknesses.

2. **Employer Research:** Employers expect you to have researched their organization thoroughly. Review available information, both objective and subjective, on the prospective employer to develop your knowledge of the employer's practice areas and culture, as well as the "fit" between you and the employer. If you do not have prior law or business-related work experience, compensate by being especially knowledgeable about the employer's legal practice. **Always be prepared to answer the question, "why our firm?"** If you don't spend the time to research an employer before an interview, they will not spend the time to seriously consider you as a candidate after the interview! Look at the Resources section of this Handbook to see commonly used research sources.

If interviewing with multiple employers, you may want to create a cheat-sheet for each firm that you keep in your interview portfolio and can quickly take a look at immediately prior to the interview.

3. **Practice and Dress Rehearsal:** Interviewing takes practice, practice, practice! Use your self-assessment, agenda and research to practice (out loud!) your responses to the sample interview questions in Sections C and F. Then, practice in a mock interview setting to ensure that your agenda presentation and response to questioning is as effective as possible. The OCS organizes practice interview evenings for Tax and Foreign-Trained LL.M. candidates where you can further develop your interview skills in one-on-one practice interviews with NYU Law alumni and other practicing lawyers.
4. **Image Management:** Prepare all of the written materials you will need to provide to a prospective employer, and check every detail of your appearance and presentation style to ensure complete professionalism.

B. General Interview Tips

1. **Maintain a Positive Attitude:** Interviewers look for a positive attitude toward prior employers, professors, and colleagues. As you describe your experiences, even if they were less than optimal, put a positive "spin" on them—find the benefits to those experiences, whether you learned to work well without supervision, took on more responsibility, or developed crisis management skills. Employers look for flexibility, enthusiasm, and an optimistic approach to work and life—the signs of a "team player."
2. **Emphasize Your Best Qualities:** Strong points impress employers—they should be emphasized at every appropriate opportunity (this is your interview agenda!). All good points should be conveyed to the interviewer because they may not come out unless brought out by the applicant. Answers should be factual and sincere without conveying conceit. It is wise to identify your best qualities in relation to something tangible.
3. **Make the Interview a Conversation:** Be prepared to ask questions of the interviewer to demonstrate your interest in the employer and show the in-depth research you conducted. See sample questions you can ask in Section D below. Weave your questions into the discussion, but make sure you save some for the end too, as you will usually be asked if you have any questions at the end of the interview. **Ask educated questions, based on the research you've done on the employer** (see sample questions in Section D below). You should not ask questions about information that is readily available through basic research. Preface a generic question with

something that you know about the firm: “I read that you are doing work in X... what plans do you have to expand in Y practice area?” Ask questions you really want answered, so long as they are not premature questions. Premature questions concern salary, benefits and perks. Once you have received an offer, you can feel free to ask these kinds of questions in a tactful manner.

4. **Confident vs. Cocky:** Strive to strike a balance between healthy self-esteem and overconfidence. While you should use your interview agenda to sell yourself and put your best attributes forward, remember that you are still a law student (even if you have prior legal experience), and the interviewer is looking to see how you will work in his/her department. No one will want to work with an arrogant associate—no matter how intelligent or accomplished.
5. **Maintain Professionalism:** Don’t become overly comfortable or familiar, regardless of the behavior of your interviewers. You are ultimately being evaluated for your good judgment; telling inappropriate or lewd jokes, swearing, and engaging in gossip or criticism are signs of immaturity and poor judgment.
6. **Stay Calm:** No matter what, maintain your poise and professionalism. Some interviewers like to put a student on the spot or throw off the tempo of the interview to see how gracefully the candidate will respond. With a smile, a sense of humor, and lots of self-confidence, you can win over almost any prospective employer!
7. **Dress for Success:** The most important thing to remember is that the interviewer should be focusing exclusively on what you have to say and the substance of your resume—no aspect of your dress or personal appearance should distract the prospective employer from the matter at hand.
 - a. Employers respond most favorably to hair that is short and neatly trimmed or long hair that is tied back from the face. Unkempt mustaches and beards draw negative attention; a clean-shaven appearance is the safest choice for male candidates.
 - b. Poor grooming habits are most often noticed by interviewers—when a student is not freshly bathed or has unpleasant breath, employers have difficulty envisioning such a candidate inspiring confidence in clients. Additionally, interviewers can be distracted by heavy after-shave, cologne and perfume.
 - c. Employers find long, brightly-polished fingernails to be inappropriate for attorneys. Dirty, ragged fingernails also convey a negative, unkempt image.
 - d. Employers expect to see male students in a clean, dark colored two-piece suit, with a crisp white or light blue shirt and conservative tie. Interviewers have commented on suits that look overly tailored or slick, are made of shiny material, or do not fit properly. Pant suits or skirt suits are acceptable for women. Where women’s business attire is concerned, most negative comments from employers concern inappropriate, unprofessional dress—suits that are too tight, sheer blouses, low-cut neck-lines or skirts that are mid-thigh.
 - e. Gum is considered unprofessional in an interview. Cigarette smoke, which the smoker him or herself might not even notice, can be remedied with breath mints.
 - f. Unpolished or very high-heeled shoes send the wrong message. Excessive, fancy, gaudy jewelry (such as dangling earrings and large rings) are often commented upon. Ankle bracelets, nose rings, tongue studs, and multiple earrings are all inappropriate. Tattoos should not be visible.
 - g. If you usually wear an engagement ring or wedding ring, you should feel comfortable wearing it during your interview.

C. Sample Screening Interview Questions

1. Tell me about yourself.
2. Why did you decide to seek an interview with our organization?
3. Why did you decide to go to law school/ pursue an LL.M.? What prompted the decision? Did you see yourself in any particular role as a lawyer at the time of the decision?
4. Why did you choose your LL.M. specialization in (tax/corporate/trade regulation/international legal studies, etc.)?
5. What was your reaction to NYU? What classes have you enjoyed most? The least? Is NYU substantially different than law school in your home country?
6. Is there a parallel between your performance and your interest in a particular course?
7. Do you have a particular career objective at the present time? What do you see yourself doing five years from now?
8. Have you made a decision as to the city in which you ultimately wish to practice? Why have you selected this city?
9. How would you describe yourself?
10. What qualities do you have that make you think you will be a successful lawyer?
11. What would you consider to be your greatest strengths? Greatest weaknesses?
12. If I called up your most recent employers, what three things would they be most likely to say about you?
13. What two or three accomplishments have given you the most satisfaction? Why?
14. What is the greatest obstacle you have had to overcome in your life/career?
15. What are your grades? Do you think they are a good indication of your achievement?
16. Can you explain the NYU School of Law grading system to me?
17. What have you learned from participation on a journal or moot court, or in a clinical program? How will you apply the skill-sets gained through these experiences to the work that you would do as part of our organization?
18. What kind of extracurricular activities are you involved in, and how did you develop that interest?
19. In what kind of environment are you most comfortable?
20. What two or three things are most important to you in a job?
21. With what other kinds of employers are you interviewing and in what other cities? Do you have any pending job offers? If so, where?
22. Is there anything I should know about you that we have not covered?
23. What questions would you like to ask me about our organization?

D. Sample Questions You Can Ask The Interviewer

In order to make the interviewing process more dynamic and interesting, we recommend that you ask questions that are specific to the department or individual with whom you are speaking. Your questions should be informed by the research you did on the employer prior to the interview. This not only gives you a broader range of topics to discuss but provides you with valuable information about the organization which you will need in order to make a wise employment decision. Weave your questions throughout the interview, when appropriate, but also keep some for the end of the interview, as you will almost always be asked, "Do you have any questions for us?"

1. **About the Interviewer:**
 - a. What is a typical day like for you (if there is such a thing)?
 - b. Did you start off in X department? If not, how did you decide to make the switch?
 - c. What is the most challenging case/transaction that you've worked on?
 - d. What do you think is most challenging about being a litigator/ a transactional lawyer?

- e. What are you working on right now? How might a junior associate help you with that work?

2. About the Firm's Practice:

- a. (Based on interviewer's practice area) I read an article in a recent issue of the New York Law Journal about the firm's representation of x company in a [case][deal] this past fall. Were you among the members of the firm involved in this matter? What type of role, if any, would a junior associate play in such a matter?
- b. (Based on interviewer's practice area) I read on your firm's web site about the firm's new office in Beijing. In what direction do you see the firm's international practice expanding in the next five years?
- c. How has the firm's tax/transactional/litigation practice evolved in the time you've been with the firm?
- d. What are growth areas of the firm?
- e. (Based on interviewer's practice area) What are the different types of cases/transactions on which attorneys in your department work?

3. Organizational Structure:

- a. How is the organization departmentalized? [Only inquire about information you could not have learned from the firm's web site or brochure]
- b. How are assignments distributed? Does this vary by department?
- c. How do associates receive feedback for their work?
- d. What kind of mentoring programs exist? Do attorneys find formal or informal modes of training and mentoring more helpful?

E. The Callback Interview

After the screening interview, the attorney decides whether to invite you to the firm or organization for additional meetings with partners, associates and recruiting staff, known as a "callback." This invitation is typically issued by telephone, though it can also be done via email. The purpose of the callback interview is to further explore the "fit" between a job candidate and a prospective employer.

The U.S. callback can consist of up to four or five 30-minute interviews with individual attorneys from different departments and at varying levels of seniority. Additionally, an employer might schedule either a lunch or dinner at the end or before the interviews. Be aware that every interviewer will fill out an evaluation on whether the employer should make you an offer, even the junior associates who take you out to lunch!

If you are invited to a callback for an out-of-state or overseas office, you may be asked to travel to that office or to provide dates when you will be in that region already (typically over a school break). If you are traveling for an interview, it is a good idea to try to coordinate your timing with other employers in the region who might wish to interview you at the same time. Alternatively, some employers may schedule a second round of interviews with overseas attorneys via phone or video-conference through the New York office. The OCS is set up to accommodate video-chats via online services such as Skype, if the employer can accommodate this format. If the employer requests for you to set up a formal video conference through NYU, please contact the OCS. Please note that NYU Law has very limited videoconferencing capabilities and may not be able to accommodate requests to set up video interviews through the law school.

- 1. **Scheduling the Interview:** Upon receipt of an invitation to visit the organization's offices for additional interviews, you should respond within 1 business day.
Issues arising in your scheduling call may include:

- a. Providing an original writing sample, law school transcript, and a list of the names/telephone numbers/email addresses of two or three people with whom you have worked directly, since you commenced your legal education, who can serve as references;
- b. If you are scheduling a callback lunch, let the recruiting coordinator know any special dietary requirements;
- c. Letting the employer know if you will be on a tight schedule due to a second callback that same day.

For a callback interview, we recommend that you call ahead to ask the Recruitment Coordinator for the names of the partners and associates you will be meeting. If they do not have this information at the time you are making arrangements, ask if you can call back one day prior to your visit. This information will enable you to familiarize yourself with the pronunciation of the names and attorney backgrounds as well as provide an accurate record for your follow-up.

2. **The Difficult Callback Interview Moments:** Try to keep in mind that you will be visiting a working organization and that the people who see you have ongoing responsibilities that may interfere with their ability to devote attention exclusively to the interview. Interruptions such as telephone calls and support staff/attorney questions are a nuisance and disruptive to the continuity of the interview. Nonetheless, the person with whom you are speaking does not have complete control over others in his or her organization and may have to respond to time-sensitive issues as they arise. Don't get discouraged if they take the call; try to hang onto the thread of the conversation that was underway before the interruption occurred, and, above all, do not take the interruptions personally. Callbacks consume even more lawyer time than on-campus interviews, and it is not feasible for lawyers to insulate themselves entirely from interruptions during your interview. Take advantage of this opportunity to listen and observe quietly and get a sense of the nature and tempo of work in this organization. When the interview resumes, if the attorney apologizes for the interruption, be gracious and express appreciation for the opportunity to see an attorney at the firm "in action."
3. **Questions to Expect in the Callback Interview:** During the callback interview, you may be asked more in-depth questions than those you received during the screening interview; in many cases, you may find yourself answering the same questions for a number of attorneys in the same organization. See below for sample callback interview questions.

Some students have commented on the difficulty of "staying fresh" for a series of interviews comprised of the same questions. You should remind yourself that to each interviewer the information you provide is new, and you should try not to get exasperated by repeated questions.

As with the screening interview, you should be sure to have a variety of questions prepared to ask the interviewers so that you are not asking the same questions of each interviewer within the same organization—they may compare notes.

4. **The Callback Interview Lunch:** Your lunch escorts will usually be associates, rather than partners, and this is a prime opportunity to get a better sense of the firm's culture. However, as relaxed as the recruiting lunch may seem, you should always remember that this is still part of the interview. Associates typically do participate in the hiring decisions and complete evaluation forms following the lunch.

When ordering lunch, please bear in mind the following:

- a. Alcoholic beverages should be avoided. Even if your hosts order alcoholic beverages, you should not. They already have the job!
- b. As a general rule, don't order the most expensive item on the menu, or the least.
- c. Avoid messy foods (*i.e.*, spaghetti, saucy dishes, hard rolls that crumble, etc.) and foods with which you are not familiar.

Remember that the lunch is an occasion for the members of the organization to get to know you as a person "beyond the resume"—will you be someone with whom they enjoy spending 12+ hours per day? If the formal interview process was too constrained for your personality or sense of humor to emerge, this is a great opportunity to express other aspects of yourself—use it wisely and to your advantage! On the other hand, if you feel too nervous to conduct yourself gracefully and with ease in a luncheon situation, you may feel free to choose a callback schedule without a lunch. The afternoon callback schedule usually begins at 2:00 p.m., right after the lunch hour. Not electing to lunch with your hosts will not be held against you in the decision-making process. Use your judgment and select the option that will allow you to show yourself in your best light.

5. Additional Callback Tips:

- a. Arrive a few minutes early at the employer's office to give yourself a chance to settle down. If you find yourself running late, try to notify the employer as early as possible.
- b. Remember that each person you encounter at the firm will have an opportunity to evaluate you. Be especially courteous to recruiting professionals, as they often have a say in the hiring process. Additionally, be courteous and respectful to receptionists, secretaries and other staff members. Your ability to get along with support staff is critical to your success in any organization!
- c. Bring extra resumes, unofficial transcripts and a writing sample. You should have them ready in case interviewers ask for them. Discuss with your OCS career counselor how to best incorporate a reference letter into your interviewing strategy.
- d. You must appear fresh, interested, and positive with each interviewer. Keep in mind that they may compare notes at the end of the day, so be consistent in what you say.

F. Sample Callback Interview Questions (used by the U.S. Federal Trade Commission)

1. Self-Evaluation:

- a. How do you account for the successes you've had thus far in life?
- b. What do you consider to be your major accomplishments in life?
- c. Looking back over your life, what do you wish you had done differently?
- d. What personal qualities of yours seem to stand out most in others' minds?
- e. How do other people, such as friends, teachers, or family members, generally describe you as a person?
- f. You've given me some real strengths; what about your abilities or qualities that aren't so strong?
- g. What kinds of constructive criticism have others given you regarding areas needing improvement?
- h. In what ways do you see yourself needing further development, personally or professionally, in order for you to be fully effective in your career?
- i. What about (some desirable trait)? Do you think you have as much of this as you'd like, or does this represent an area in which you could improve?
- j. What risk might we be taking in hiring you?
- k. How have you grown the most in the last several years?
- l. When you think of your own personality, what kinds of clients would you work best with? Not so effectively?

- m. What aspects of a lawyer's work do you see yourself doing exceptionally well? Not so well?
- n. How do you handle confrontations?
- o. How do you respond to sharp criticism?

2. Work Experience:

- a. Tell me about one or two of your most interesting or challenging jobs. How did you happen to get that particular job? What did you like about the job? What didn't you like?
- b. What do you feel you gained from that experience?
- c. What, do you think, you did best on that job? Less well?
- d. In what ways were you most effective? Less effective?
- e. What were your major accomplishments on that job? How did you achieve them?
- f. What were the most difficult problems (or frustrations) you encountered? How did you handle them?
- g. Tell me about a supervisor or two for whom you especially liked working. Why do you think they impressed you favorably?
- h. Tell me about a supervisor or two whom you didn't like working for so much. What was it that didn't go over well with you?
- i. How did that (those jobs) help prepare you for work at _____?
- j. Suppose you had been a supervisor or manager. What changes would you have made regarding how your job was set up or the organization was run? Why? What were you able to do along these lines when you were working there?
- k. When your workload was heavy and fast-paced, how did you respond?
- l. What caused you the most problems in work situations?
- m. What are you like in work situations—how would you characterize yourself?

3. Legal Work Experience:

- a. How did you happen to obtain that particular job?
- b. What have you learned from this work about the practice of law? How might the work have changed your conceptions of law practice and what you're hoping to do?
- c. Have you felt that your law training served you well in this work? When was it less than adequate or not as thorough as you would have liked?
- d. In what ways might you have changed your approach with clients or your colleagues, in the last year or so, to become more effective?

4. Legal Ethics:

- a. What do you see as several of the most difficult ethical issues you face as a lawyer? How would you respond to them?
- b. How do you see yourself on legal ethics? For example, how much of a concern is it for you? In what ways?
- c. How would you feel about a relevant (employer) ethical issue?
- d. How do you think working as a lawyer might change how you feel about ethical matters?
- e. What improvements in legal ethics are needed? How might these be brought about?

5. Career Goals:

- a. What are several of the most important things you are looking for in your first position?
- b. What are you looking for now?
- c. What has led you toward considering (employer)?
- d. How would you evaluate the pros and cons of working in a private firm, rather than a government agency, public interest organization, solo practice, or teaching in a law school?
- e. How do you feel about working in a small vs. a large organization?

- f. How do you feel about working in (location)?
 - g. What personal goals are you seeking through a career in law?
 - h. What long-term satisfactions do you wish to get from your career?
 - i. Suppose you hadn't chosen law, what would be your second choice?
 - j. How did you come to choose law as a career? When did your thoughts crystallize in this direction?
 - k. No one career satisfies all our needs and goals. What might you be giving up by going into law?
6. **Law School:**
- a. What led you to choose to go to law school (or pursue an LL.M.)?
 - b. How did you happen to choose this school (LL.M. program)?
 - c. How would you compare or contrast your law school experience with college (LL.M. vs. first law degree)?
 - d. What law school activities have been most important to you?
 - e. How have your ideas of law and being a lawyer changed since you entered law school?
 - f. What courses have you found the most exciting and challenging?
 - g. What aspects of your work and activities at law school best demonstrate your distinctive legal talents and interests?
 - h. What have been, for you, the most surprising and disappointing aspects of practicing law which law school has shown you?
 - i. If you could redo your law school experience, how would you change it?
 - j. What do you see as the strengths and shortcomings of your schooling in preparing you for work as a lawyer with (employer)?
7. **Undergraduate School:**
- a. How did you happen to choose (name of college)? _____major?
 - b. What other majors had you considered?
 - c. What do you see, in retrospect, as the pros and cons of your major as a preparation for law school (or the practice of law)?
 - d. What advanced (or independent) projects did you complete? How did you happen to choose that topic? What did you learn (about the topic, the field, yourself, your career interests, etc.) from these projects?
 - e. What academic activities have you enjoyed most and done best in: doing research for term papers, writing the research papers, conceptualizing problems, participating in class discussion?
 - f. What proportion of time did you devote to your studies?
 - g. Tell me about your extra-curricular activities. What did you learn from these activities--about yourself, your abilities, areas needing further development, or perhaps your career interests?

G. Common Reasons Why Candidates Fail to Land a Job Offer

According to the feedback we receive from legal employers, the most common reasons a candidate will not be extended a job offer following a callback include:

- 1. Lack of enthusiasm and interest—in this particular employer and regarding previous academic and professional pursuits; general apathy, indifference.
- 2. Not prepared for the interview—insufficient research on employer.
- 3. No real interest in the firm, corporation or agency—perception that the candidate is “shopping around” in this city or at this firm.
- 4. Lack of proper career planning—purposes and goals ill-defined.

5. Inarticulate—unable to express himself or herself clearly; poor diction, grammar.
6. Insufficient evidence of achievement or capacity to excite action in others.
7. Inability to articulate interest in working in the private sector.
8. Overbearing—overly aggressive—conceited—arrogant.
9. Ask no or poor questions about the job, especially questions proper research would have answered (i.e. “What can you tell me about the firm?”)
10. Answers only “yes” or “no” to open-ended questions—fails to take the initiative to speak at length on experiences, accomplishments, to affirmatively provide more extensive and meaningful answers to inquiries.
11. Inability to accept criticism or instruction.
12. Overly focused upon money, prestige, status, rather than substance of job.
13. Unwillingness to start at the bottom—expects too much, too soon.
14. Makes excuses—evasiveness—hedges on unfavorable factors in record—lies. Any sign of constantly complaining or blaming things on others.
15. Wants job only for a short time; outwardly expresses view of position as “stepping stone” for another job or career.
16. Condemnation or negativity regarding past employers; lack of tact.
17. Any sign of not following instructions or not playing by the rules.
18. Insincerity—low ethical standards. Cynicism.
19. Any sign of irresponsibility or tendency to goof off.
20. Lack of vitality, slow-moving, lazy, lack of motivation.
21. Narrow interests—no interest in community—no social awareness.
22. No knowledge of current events, world at large.
23. Lack of confidence and poise—fails to make eye contact with the interviewer.
24. Sloppy application materials—typographical or grammatical error(s) in resume, cover letter, transcript, thank-you letter or writing sample.
25. Late to the interview without just cause.
26. Limp, fishy handshake.

AFTER THE INTERVIEW

A. Thank You Notes

When you leave the interview, jot down your impressions of the organization and the people you met. Be detailed; your callback “journal” will be invaluable to you later as you consider your options. Be sure to record the names of the interviewers; ask them for business cards when you are there so you have the correct email address and contact information (especially important for non-law firm employers, where this information may not be online). Note any paperwork that was requested, i.e., sending a transcript or writing sample, and follow up promptly to provide it. Keep copies of any thank you notes or other follow-up correspondence you send or receive.

Thank you notes are not required after the initial screening interview, but after a callback, it is advisable to write or email the attorney(s) that you met with to express your appreciation. You may either send individual notes to each attorney (make sure they are different, as they will often end up in one file), or send a note to one attorney, asking that person to extend your appreciation to each of the other interviewers by name, including the recruitment administrator if he or she coordinated your callback (see the Thank You Notes and Other Correspondence Section of this Handbook for information regarding and sample thank you letters).

B. Following Up Via Phone or Email

Follow up with the recruiting department by phone or email if you have not heard anything within 10 business days following your callback interview to ascertain the firm’s interviewing timeline. “No answer”

may not necessarily mean that you are not being seriously considered. There may be a reasonable delay; you may be “on hold” as the employer waits to hear from other candidates, or your paperwork may have “fallen between the cracks.” A follow-up call will clarify the status in your own mind, as well as demonstrate your enthusiasm and interest in the employer. All follow up should be moderated, there is no need to follow up with multiple people in the same office, or to follow up more than once a week. Give the hiring team time to make a decision.

C. When Deciding Between More than One Job Offer

If you find yourself in the fortunate position of evaluating more than one job offer, the following are a number of factors you may consider in determining which employer would be the best fit for you.

1. What is the firm’s general character—its stability and reputation?
2. What are its specialties and major areas of practice?
3. Are its clients solid and varied?
4. Does the firm have an active international practice with substantial foreign clients and offices outside the United States?
5. Are the firm’s lawyers persons in whose legal ability, judgment and standards you will have confidence and pride?
6. Are the firm’s lawyers persons with whom you will enjoy working? Are they of sufficiently varied types and backgrounds to make the office interesting?
7. Do you think the composition of the firm and its management is sufficiently diverse (e.g. gender, race, ethnic origin, religion, political affiliation, sexual orientation)? Are efforts being made to make the firm more diverse?
8. Are the firm’s organization and administration systems sound and apparently running smoothly? Are there signs of cliques or dissidence?
9. What is the firm’s future? Is it getting and keeping new people of high caliber?
10. Has the number of the firm’s partners and associates grown significantly in the past 15 years?
11. What do new associates do? How is their work determined and assigned? How do the associates’ work and responsibilities change over the years?
12. What about compensation—initial, bonuses, raises? What is the firm’s general philosophy on this? Are there significant “fringe benefits” (bar association membership, continuing legal education sponsorship, etc.)?
13. What are the firm’s policies in key areas such as parental leave and sexual harassment?
14. What emphasis is placed on getting new business—and how does this affect compensation and promotion?
15. How is performance judged—and by whom? What are the criteria for advancement? When does an associate become a partner?
16. What does partnership entail—compensation, responsibilities, contribution?
17. If an associate does not become a partner, what opportunities does the associate have available? Does the firm help in this regard? Does the firm have many prominent and successful alumni/ae?
18. What is the relationship between younger and older lawyers in the firm—the channels of communication (formal and informal), the degree of contact and formality?
19. Does the firm have a friendly atmosphere—is it a place where people can laugh and enjoy themselves in spite of their hard work or is it stiff and formal? Is there a spirit of cooperation among the lawyers—a desire to help each other to get the job done well, or is there a harsh competitive spirit?
20. Is the locality a good place to work and live—with cultural and recreational activities, citizen interest, and convenient, attractive residential areas with good schools?

D. Accepting an Offer

Once you have decided to accept an offer from an employer, you should notify them by phone and email (and keep a record of your acceptance) as soon as possible. Make a note of any additional materials the

firm may require (such as an official transcript after graduation). At the same time, you must immediately contact any other employers where you have an offer outstanding. Where you may still be under consideration, withdraw yourself from consideration with that employer. The Principles of Professional Conduct, which all NYU students agree to when you register for your Career Services Manager (CSM) account, state that “Students should honor their employment commitments. Upon acceptance of an offer of employment, students should cease pursuing additional employment opportunities.” It is your professional responsibility to notify other employers of your acceptance as soon as possible. Additionally, prompt withdrawal from consideration may help one of your classmates get an offer from an employer that they are very interested in.

HOW TO DEAL WITH DISCRIMINATION IN INTERVIEWS

Although NYU School of Law students are concerned about discrimination in hiring, few report that they experience discriminatory interviews. Many do, however, express confusion about what constitutes discriminatory practice in a recruiting situation. They are also uncertain as to how to respond to inquiries that they think may be discriminatory—or at the very least are inappropriate—without diminishing their chances of securing a position with that employer. Students often ask what recourse is available to them when faced with discriminatory or inappropriate behavior in an interview. This section will serve three purposes: First, it will provide an overview of the kinds of questions which may be illegal. Second, it offers suggestions for responding to questions that you believe to be discriminatory. Finally, it sets forth the procedures developed by the School of Law’s Career Services Committee for dealing with complaints against employers.

A. Overview of Illegal Questions

In order to interview at NYU School of Law, employers are required to sign a statement of compliance with the Law School’s non-discrimination policy. The Career Services Committee drafted a summary of major federal, state and local statutes that prohibit discrimination in employment by private employers, which the OCS mails to all employers who schedule on-campus interviews. The summary is printed below.

1. *New York University School of Law Non-Discrimination Policy*: The New York University School of Law is committed to a policy against discrimination in employment based on sex, sexual orientation, marital or parental status, race, color, religion, national origin, age, or handicap. The facilities of the Office of Career Services and the Law School may be denied to employers whose employment practices are not consistent with that policy.
2. *The Law*: The following areas are ones that the federal government has said may not be asked about unless they are specifically job-related:
 - Race
 - National origin
 - Political affiliation
 - Disabled veteran status
 - Sex
 - Vietnam era veteran status
 - Color
 - Marital status
 - Handicap
 - Age
 - Religion

The major federal laws prohibiting discrimination in employment by private employers are:

- Title VII of the Civil Rights Act of 1964, 42 U.S.C. 2000 et seq., prohibits discrimination on the basis of race, color, religion, sex or national origin by employers of fifteen or more persons.

- Americans with Disabilities Act (ADA) prohibits discrimination on the basis of disability by employers of fifteen or more persons.
- Age Discrimination in Employment Act, 29 U.S.C. 621 et seq., prohibits discrimination on the basis of age (40-70) by employers of twenty or more persons.
- Sexual Orientation: certain states and localities (like NYC) have statutory protection against discrimination on the basis of sexual orientation.

This list is not exhaustive. It is intended only to describe the major federal statutes applicable to private employers. It does not attempt to describe the applicable law governing discrimination by government employers. Seek out additional advice regarding this complex area of the law. Specific examples of illegal questions are listed below.

B. Ways of Responding to Illegal Questions

Interviews are very difficult situations, even without the added problem of discriminatory questions. The student is under stress, wants to make a good impression, and is probably both shocked and angered by the discriminatory question. Or, as sometimes happens, the student may not realize until after the interview is over that the question was probably illegal. Handling this kind of situation is very difficult, aggravated by the fact that the interview situation demands an immediate response. What an individual student does in such a situation depends upon many things, including whether he/she still wants to be considered for the job, whether he/she immediately recognizes the question as illegal, and many other factors. The OCS can offer suggestions and information on possible responses, but it does not presume to advise you on how to respond. Some students will try to handle the situation so that their prospects for being hired are not harmed; others will walk out of the interview; others will challenge the interviewer. The range of responses is extensive, and the decision is yours.

However, there are a few things you might want to keep in mind. First, illegal questions violate NYU's non-discrimination policy, and procedures are in place for processing student complaints against employers. Second, interviewers are not always experienced at interviewing, and even though they are lawyers, many of them are not at all familiar with employment law. In addition, they may not reflect the attitudes of the majority of attorneys at their office or of the organization itself. You may want to keep communication open in the hope that when you meet the other attorneys you will discover that the interviewer asking the illegal question was not representative of the organization. As it turns out, very few NYU School of Law students have complained to the OCS concerning overtly discriminatory practices. Students indicate that about 5% of all interviews probably are discriminatory in some way, but we receive fewer reports than that, probably because many students are unsure of what to complain about. Some of the time, what students perceive as discriminatory behavior is just unfortunate or inappropriate but not illegal behavior.

What will you do if you get asked a discriminatory question? Many of you will want to respond so that you will not hurt your chances for a positive decision from the interviewer. The questions and answers that follow are provided to help you deal effectively and diplomatically with the reality of discrimination should you want to do so. Employers tell us that they are more interested in how you handle questions (diplomatically, but directly is best) and want to assess how self-confident and mature you are. If, on balance, you are troubled by an interview experience, or you experience overt discrimination, please report it immediately while the experience, feelings, and dialogue are still fresh in your mind. (See "Complaints Against Employers" below.) One of the skills most lawyers develop is the ability to turn a negative into a positive. You will need to develop that ability, too. So, if you think that someone is less impressed with you because of your gender or skin color, etc., and if they demonstrate that verbally, you might consider turning them around by showing them just how good you are. Do it positively, using the responses below to guide you. Then come and tell your counselor in the OCS about the experience.

C. Typical Illegal Questions and Suggested Responses

1. *Gender/Parental Status:*

- Do you have plans for having children/family?; Suggested Response: "I don't know at present. I plan on a career and believe it will be successful with or without a family."
- What are your marriage plans?; Suggested Response: "If you are concerned with my ability to travel or my commitment to my employer, I can assure you that I am quite aware of and prepared to embrace the job's responsibilities and personal commitments."
- What does your husband or wife do?; Suggested Response: "I am interested in working because [give reasons]. My husband/wife's career will not impact my dedication to and performance for your firm."
- What happens if you or your spouse gets transferred or needs to relocate?; Suggested Response: "My husband's career will not interfere with my career" or "My husband and I would discuss the possibility of relocation at the time it logically comes up. At present, our jobs (school, etc.) are where we wish to live."
- Who will take care of your children while you are at work?; Suggested Response: "I have made arrangements so that my family life will interfere as little as possible with my work."
- (Asked of Men) How would you feel working for a woman?; Suggested Response: "There would be no problem. I have effectively worked with men and women while in school."

2. *Age:*

- How old are you?; Suggested Response: "I think that my skills, competence, and experience are much more important than my age. I would like to tell you a bit about my past accomplishments and how my previous work experience can help me contribute to your organization's work."
- What is your date of birth?; Suggested Response: "I feel my age is an advantage at work in terms of the broad-based experience it has afforded me. And I am certainly energetic and capable of working very long hours and meeting every challenge of this position. For example, when I worked at..."
- How would you feel working for a person younger than you?; Suggested Response: "Age does not interfere with my ability to get along with others. I am adaptable and respect supervisors who are knowledgeable and competent."

3. *National Origin:*

- Where were you born? Where were your parents born? Of what country are you a citizen?; Suggested Responses: "I am a permanent resident of the U.S. and have legal permission to work here." "Actually I am American to the core, and America consists of people from many national origins. Since it has been my home for so long, I feel like a native." "I am proud that my background is _____. My heritage helps me to deal effectively with people of various ethnic backgrounds."

4. *Religion:*

- What is your religion? What church do you attend? Do you hold any religious beliefs that would prevent you from working certain days of the week?; Suggested Responses: "My religious preferences won't in any way impact my job performance." "I have always been able to accomplish my academic and professional work and meet all deadlines by

planning ahead. I feel confident that I can meet the needs of this organization and meet all of your expectations."

5. *Race or Color:*

- Do you feel that your race/color will be a problem in your performing the job? Are you of _____ heritage/race?; Suggested Responses: "I've had extensive experience working with people from a variety of backgrounds. A person's race, whatever it may be, should not interfere in the workplace." "I do not feel I should be judged on the basis of race or color."

6. *Persons with Disabilities:*

- Do you have any disabilities? As a disabled person, what help are you going to need in order to do your work? How severe is your disability?; Suggested Responses: "Any disabilities I may possess would in no way interfere with my ability to perform all aspects of this position." "Actually, I don't need help doing my work because I have been adequately trained. What I might need are minor adaptations of the work station."

D. Complaints Against Employers

If you feel that an employer has violated the non-discrimination policies of NYU School of Law, you may wish to take one of several courses of action. As soon as possible after the event occurs, you should provide a written description of the act or acts that you feel may have violated the policy. A form for this description is available in the OCS. At the time you submit the form, you will be asked if you wish the incident to be reviewed by the School of Law's Career Services Committee. Alternatively, you may wish to discuss it informally with a member of the OCS staff and to have that staff member speak with the employer involved.

All complaints, regardless of which course of action you choose, will be kept strictly confidential. An exception arises only in the case of presentation of a formal complaint to the Career Services Committee. Every employer who interviews on campus receives a letter in the OCS interviewing packet detailing the School of Law's non-discrimination policy and emphasizing the fact that we actively monitor possible violations of the policy during interviews. The members of the Career Services Committee and OCS staff take these policies very seriously, and we urge you to let us know when you experience any problem during an interview.

Screening Interview Candidate Evaluation Form

Law Firm:

Law School/Year of Graduation:

Candidate Name:

Date:

- ☐ An outstanding applicant, I strongly recommend callback
☐ A very good applicant, I recommend callback
☐ A good applicant, but I do not recommend callback
☐ A mediocre or below average applicant, I do not recommend callback

Competency:	Comments/Examples:
Initial Impressions Professional appearance, punctuality, confidence, verbal expression	
Education/Intellectual Capacity Academic record (undergraduate, graduate and law school), breadth and depth of education, relevant business, finance or law-related courses	
Analytical Abilities/Writing Skills Logical thinking, advanced problem solving skills Strong research and writing skills, journal participation	
Work Experience Relevance of experience to law firm, skills transferable to law firm environment, ability to discuss matters of substance Demonstration of judgment, record of responsibility, diligence, initiative, and success in all types of jobs	
Extracurricular Activities Evidence of leadership skills, skills transferable to law firm, diverse interests, high energy level and discipline Time management and organizational abilities	
Communication / Interpersonal Skills Communicates clearly and effectively Ability to interact with clients Ability to establish effective and cooperative relationships (attorneys, clients, support staff) Strong listening skills, tact, diplomacy	
Drive & Focus Hard working, motivated, energetic, demonstrated leadership ability	
Personality, Maturity & Poise Personable, likable, courteous, confident, well adjusted, at ease, polished, knowledge of acceptable social behavior Articulates aspects of background that reflect values Describes experiences that demonstrate maturity	
Interest in Firm Ability to articulate goals, relevance of background and goals to firm's practice Evidence of firm research	
Practice Area Interests	
Others Comments/Concerns	

NYU SCHOOL OF LAW OFFICE OF CAREER SERVICES
INTERVIEW AGENDA BUILDING WORKSHEET

Step I. *Develop Your Agenda “Selling Points”:*

Use the space below to list your four selling points/strengths that would be of interest to a private sector legal employer. Consider positive feedback you have received from prior employers or recommenders.

Examples include:

- | | | |
|---------------------------------|---|-------------------------|
| - academic achievement | - strong research and analytical thinking and writing | - being a team player |
| - leadership ability | - strong work ethic/ability to work under pressure | - maturity/judgment |
| - ability to overcome obstacles | - background in a particular practice area | - geographic connection |

Selling Point 1: _____
Selling Point 2: _____
Selling Point 3: _____
Selling Point 4: _____

Step II. *Give Examples:*

For each Agenda “Selling Point”, use the space below to list concrete examples/illustrations/anecdotes to backup your claim of having such strength. This is an opportunity to editorialize experiences you have listed on your resume. An *example* for “strong research and writing” would be your research assistant position this past summer and completing your senior thesis.

Selling Point 1 –
Example A: _____
Example B: _____

Selling Point 2 –
Example A: _____
Example B: _____

Selling Point 3 –
Example A: _____
Example B: _____

Selling Point 4 –
Example A: _____
Example B: _____

Step III. *Address Weaknesses:*

Use the space below to list possible issues for concern/soft spots/weakness and a proactive strategy for handling each issue.

Examples include:

- poor grade(s) + focus on steps taken to improve grades going forward
- strong public interest background + focus on transferable skills

- gaps on resume + explanation of gap
- presentation issues (nervous habits, voice inflection, verbal tics such as “um” or “you know”) + advance practice to overcome specific issue

Practice! Practice! Practice!

Now that you have created your Interview Agenda in Steps I - III, practice answering common interview questions with the goal of working in one agenda point per answer. Sample questions are available in the “Art of the Interview” handout.

Additionally, use the space below to develop a list of questions that you can have on hand to ask your interviewer. The best questions help to solidify your Interview Agenda. For *example*, if one of your “Selling Points” is that you don’t shy away from responsibility, you could ask the interviewer whether she was given a good amount of responsibility at an early stage in her career at the firm. Examples of questions you can ask the interviewer are available in Section D of this handout.

SUGGESTED LEGAL CAREER SEARCH RESOURCES FOR LL.M. STUDENTS

Websites:

- National Association for Law Placement (NALP) Directory of Legal Employers: www.nalpdirectory.com
Comprehensive information on the hiring policies and demographic information on more than 1,500 legal employers (primarily large law firms) throughout the US. Searches can be done by practice area (Tax, etc.) and on the question, “Organizations that hire Foreign LL.M.s.”
- Martindale Hubbell: <http://www.martindale.com>
Use the Find a Lawyer Search function to search for lawyers and firms by geographic location, law school attended (i.e. so you can easily search for NYU alumni or alumni of your first law school – including international schools), practice area, languages, etc. This site is invaluable for networking, informational interviewing, and deciding to whom to address a letter. Basic searches are on the Martindale website. More detailed searches can be done by accessing Martindale through Lexis-Nexis.
- Vault employer information: Access through CSM. <https://law-nyu-csm.symplicity.com>
Vault provides guides to legal practice areas, as well as employer rankings by practice area, pro bono, diversity and other factors.
- Law.com <http://www.law.com>
Use this site to keep up with legal news so that you are “in the know” when you talk to employers. We recommend that you sign up to receive the Daily Newswire or International News Alerts emails, which you can skim daily for recent developments in your areas of interest. Also, view the site’s Career Center, where you can access lists, rankings, and features such as the *A List*, Corporate Scorecard, Pro Bono Rankings, AmLaw 100, and Global 100, all of which are useful for employer research.
- Chambers & Partners: www.chambersandpartners.com
A site ranking law firms in particular practice areas, both in the US and internationally. Lists practice area highlights and highly regarded practitioners in each field.
- Legal 500: www.legal500.com
The official site of the Legal 500 series, a guide to the legal market in over 60 countries, covering the United Kingdom, Europe, the Middle East, Asia and the United States.
- International Financial Law Review1000: www.iflr1000.com
Lists leading law firms by country and practice area (focus on corporate and finance) internationally.
- LinkedIn: www.Linkedin.com
This site allows users to post a professional profile and connect with personal and professional contacts for informational and networking purposes. The site also has a job listing board.

OCS Resources:

- Tip Sheets: Created with information for students targeting specific geographic regions (including China, India, Africa, London, and South Korea) or practice areas (including International Arbitration, Antitrust, Trusts & Estates, and Employee Benefits). Available through the CSM Resources Tab.
- Videos: View videos of past presentations about interviewing and job search skills, as well as panels on careers in corporate, international, government agencies, and more. The panelists from these sessions can be potential contacts for networking and informational interviewing. Videos are webcast and available through a link on the CSM homepage.
- Employer Lists: Tax Interview Program Employer Participants; International Student Interview Program Employer Participants; On-Campus Interviews - Tax & International Tax Employers; International Job Listings/Resume Collections; Tax LL.M. Job Listings/Resume Collections; U.S. Employers of LL.M. Students with a Foreign Law Degree; Employers of Tax LL.M. Students, included at the end of this Handbook.
- NYU student critique forms: written by 1st and 2nd year law students evaluating their summer employment experience, available from the CSM homepage.

PROTECTING YOUR ONLINE PERSONA

Most law students have developed an “online persona,” whether through a personal blog, comments and posts on other blogs, participation in chat rooms, profiles on Facebook, Twitter, group emails and listservs, or even private emails that are forwarded widely. Employers are increasingly aware of applicants’ online personas, and are turning to Facebook, Google, and other online sources to check out a candidate before making hiring decisions. In response to this, OCS wants to remind you about the career impact of posting information about yourself on the Internet.

There are obviously legitimate and constructive purposes for online fora like blogs. On the positive side, some attorneys say that running their own blogs enhances their credibility with clients, potential clients, and adversaries. As a law student, creating your own blog or participating openly in online exchanges can be useful in becoming known in a particular professional community. These online exchanges have the benefit of prompting dialogue and exchange with lawyers and journalists from afar; they provide a new academic and professional forum, one more widely available to the public and a tech-savvy audience. Some even believe that blogs can add to a student's credentials, revealing you as an interesting, motivated emerging lawyer.

However, there are serious career pitfalls in posting information about yourself on the Internet. Many don't realize that identifiable information can be gleaned even from brief anonymous postings, for example in chat rooms, let alone from larger bodies of information like blogs. Even e-mail messages have the potential to be forwarded to a broad audience. A quick Google search will allow potential employers to see anything on the web which is connected to you. In short, you can be found on the web ... you have a choice whether this reflects well on you or not. When posting personal pictures or information on social networking sites like Facebook, take advantage of the privacy controls, but also realize that curious visitors may be able to find ways around some of these controls. Operate under the assumption that anything on the web written by, or about, you will be discovered by a potential employer, even if you think you are posting anonymously!

The Office of Career Services urges you to use common sense when blogging, posting personal information on the web, and even e-mailing. Be cautious that everything connected with your name online is something you would feel comfortable disclosing to a potential employer. If there is information about you on the web, and you are concerned about the manner in which a potential employer may view this material, please do not hesitate to discuss the matter with your career counselor in our Office. Listed below are a few recommended articles:

- (1) Your Online Identity Matters at Work, Seema Khinnavar, *The Times of India*, April 4, 2013
http://articles.timesofindia.indiatimes.com/2013-04-04/work/32408632_1_social-networking-sites-online-profiles-linkedin
- (2) Ten Tips for Maintaining Professionalism Online, Agnieszka McPeak, *The Young Lawyer*, June 2012
http://www.americanbar.org/publications/young_lawyer/2011-12/june_2012_vol_16_no_8/tips_maintaining_professionalism_online.html
- (3) Online Privacy Settings Apply Offline Too, Scott Kleinberg, *Chicago Tribune*, April 12, 2012
<http://www.chicagotribune.com/features/tribu/ct-tribu-social-media-employment-20120412,0,1869563.story>
- (4) Managing Your Online Professional Identity, January 2012
http://www.asis.org/Bulletin/Dec-11/DecJan12_Jones_Swain.html
- (5) Social Media History Becomes One More Job Hurdle, Jennifer Preston, *New York Times*, July 20, 2011
<http://www.nytimes.com/2011/07/21/technology/social-media-history-becomes-a-new-job-hurdle.html?hp>
- (6) More Employers Use Social Networks to Check Out Applicants, Jenna Wortham, *New York Times*, August 20, 2009
<http://bits.blogs.nytimes.com/2009/08/20/more-employers-use-social-networks-to-check-out-applicants/>
- (7) On Facebook? Florida Board of Bar Examiners May be Planning a Visit, *Florida Bar News*, September 1, 2009
<http://www.floridabar.org/DIVCOM/JN/JNNews01.nsf/8c9f13012b96736985256aa900624829/d288355844fc8c728525761900652232?OpenDocument>

Tax LL.M. Alumni Profiles

The following are profiles and advice from graduates of our Tax LL.M. program who have agreed to share their profiles with current LL.M. students. Please speak with a career counselor if you wish to learn more about the individuals profiled.

Name: Brian Trauman

Year of Graduation from NYU: 2000

Employer: KPMG

1. Where did you work immediately after graduating from NYU?

I worked at the U.S. Tax Court. I found it through NYU Career Services.

2. Your career path to date?

After my LL.M. at NYU, I clerked at the U.S. Tax Court for 2 years. I then moved to Mayer Brown's Tax Controversy and Transfer Pricing practice, where I was an associate and then a partner. After 8 years at Mayer Brown, I am now a Principal at KPMG, and I am the East Region Leader for its Transfer Pricing Controversy practice.

3. Advice for current students?

Once you know what you want from a potential employer, be yourself in the interview process. It's just like dating – if you make yourself out to be something other than what you are, they'll fall in love with someone you're not, and you'll be unhappy in your job and career. Of course, when being yourself, you should put your best foot forward, and that means being confident, demonstrating your intelligence and drive, and evidencing that you know what you want and plan to be there for the long haul.

Name: Michael Liu

Year of Graduation from NYU: 2007

Employer: Baker & McKenzie, San Francisco/Palo Alto, CA

1. Where did you work immediately after graduating from NYU?

I worked at Baker & McKenzie LLP. I interviewed for and obtained this position through the annual Taxation Interview Program.

2. Your career path to date?

Prior to joining Baker & McKenzie, I was enrolled at NYU in the LL.M. (Tax) Program. Prior to NYU, I attended the University of San Diego School of Law. During law school, I summered at Wilson Sonsini Goodrich & Rosati, and I spent a year interning for the Honorable Anthony Battaglia (Southern District California).

3. Advice for current students?

The NYU LL.M. (Tax) program provides an excellent foundation for a career as a tax attorney. When I first started at Baker & McKenzie, my colleagues were impressed by my background and understanding of the Internal Revenue Code and tax law generally. As a result of this background, I was able to hit the ground running and was assigned to complex and interesting deals and transactions from my first day on the job. Thus, rest assured, the education that you obtain from NYU is incredibly valuable, both from a professional and practical standpoint.

I also recommend keeping in touch with colleagues from NYU. This is easier said than done. While I try to remain in touch with my classmates, I am certainly not as diligent about this as I could be. That said, since graduating from NYU, there have been several instances where these relationships have been incredibly valuable from both a professional and practical perspective.

Name: Charles P. Rettig

Year of Graduation from NYU: 1982

Employer: Hochman, Salkin, Rettig, Toscher & Perez, P.C., Beverly Hills, CA

1. Where did you work immediately after graduating from NYU?

I worked at a firm that was a precursor to Hochman, Salkin, Rettig, Toscher & Perez, P.C.

2. Your career path to date?

I am still at the same firm I joined upon receipt of my LL.M. in tax from NYU in 1982.

3. Advice for current students?

Consider government service (IRS, Treasury, Justice Department - Tax Division). Review *Careers in Tax Law: Perspectives on the Tax Profession* and *What It Holds for You* published by the ABA Tax Section.

Name: Cathy Fung

Year of Graduation from NYU: 2004

Employer: Office of Chief Counsel (Financial Institutions and Products), Internal Revenue Service, Washington, D.C.

1. Where did you work immediately after graduating from NYU?

I worked at the United States Tax Court for Judge Robert A. Wherry, Jr. I found the position via NYU Day at the Tax Court

2. Your career path to date?

I was a Summer Associate at Paul Hastings, San Francisco. Right after law school I attended NYU and received my Tax LL.M. in 2004. I had a two year US Tax Court clerkship as an Attorney Adviser. While working at the Tax Court, I received a Securities and Financial Regulation LL.M. from Georgetown in 2006. I was an Associate in Tax Controversy and Litigation for Dewey & LeBoeuf, New York for 2.5 years.

3. Advice for current students?

Network; learn as much as you can in whatever you are doing, so when the opportunity you want comes along you will be prepared.

Name: Ivy Lapidés

Year of Graduation from NYU: 2001

Employer: Greenberg Traurig, New York, NY

1. Where did you work immediately after graduating from NYU?

I worked at Greenberg Traurig, LLP. I sent my resume to someone who I knew in GT's Miami office, who forwarded it to the head of the tax department in NY.

2. Your career path to date?

I've been with Greenberg Traurig since I graduated from the LL.M. program at NYU.

3. Advice for current students?

Have an open mind regarding the type of tax law you want to practice. For example, you can choose to focus on international or domestic corporate tax issues after you gain some experience, but in the beginning you should aim to get a broad range of experience. It's more important to take a variety of tax classes covering different areas rather than, for example, 3 or 4 corporate tax courses. Take an estate and gift tax course, even if you're not interested in estate planning. It's important to understand the basics. Once you have the educational foundation, you'll be able to teach yourself the more complex issues in your tax practice.

Name: Karen Tenenbaum

Year of Graduation from NYU: 1987

Employer: Karen J. Tenenbaum, P.C., Melville, NY

1. Where did you work immediately after graduating from NYU?

Having grown up in a family that owned a small business, where business was discussed regularly around the dinner table, I always knew that I wanted to help others in that environment. Tax Law seemed to be the perfect match. I had a four year accounting degree from college and needed to complete the practical qualifications required to become a Certified Public Accountant (CPA). I naturally started my career at what was then referred to as a "Big 8" accounting firm, Deloitte and Touche (then known as Deloitte, Haskins and Sells). Deloitte recruited me on campus at my law school.

Knowing the value of the NYU Graduate Tax Program in the legal community, I had already applied for and been accepted to the prestigious program. Deloitte encouraged this and was supportive of having me take the LL.M. classes at night. The LL.M. in Taxation from NYU was invaluable in providing me with the knowledge and the prestige to move comfortably between the accounting and the legal worlds and to work at the firms best suited to my personal and professional ambitions.

When I started attending the LL.M. program at NYU, I was already working at Deloitte. I wanted to move to a law firm on Long Island, so I sent my resume to Long Island law firms that had tax departments. By the time I graduated from NYU, I had already become an associate at one of the top Long Island law firms: the law firm of what is now Ruskin, Moscou, Faltischek, P.C.

2. Your career path to date?

My undergraduate degree was in accounting. After graduating from Brooklyn Law School and taking the NYS Bar exam, I worked in the tax department at the accounting firm of Deloitte and Touche (then known as Deloitte Haskins and Sells). I also worked at the accounting firm of Main Hurdman, that later merged with Peat Marwick to become KPMG.

Subsequently, I joined the law firm of Ruskin Moscou Faltischek, P.C. as an associate, where I stayed for four years. Ruskin offered me the opportunity to work on a variety of tax-related and business-related legal matters, while working on Long Island. This certainly made a difference in my quality of life when my older daughter was born during these years at Ruskin. I then moved to another prominent Long Island law firm, Farrell Fritz, where I worked as an associate for six and a half years. My younger daughter was born during my time there.

After being active in the professional community for so many years, I developed a following and good reputation for dealing with IRS and NYS tax problems. As a big business generator in the tax dispute resolution area, I decided to open my own law firm, Karen J. Tenenbaum, P.C., now a firm of four attorneys, five Of Counsel, and five administrative staff, where I am the managing partner.

As an associate, and in the fourteen years at my own firm, I became active in professional groups, wrote articles and gave speeches on the topics I enjoyed practicing. I have had numerous leadership positions in accounting organizations and bar associations, including Chair of the Tax Law Committee of the Nassau Bar Association, and Member of the Executive Board of the NYS Society of CPAs (NYSSCPA), Nassau Chapter. In addition, one of my proudest accomplishments was being honored by the NYSSCPA, Nassau Chapter and receiving the Sam Traum Achievement Award for being a leader in the profession.

I am also a founder and Board Member of Commerce Plaza, a non-profit organization that teaches elementary school children about economics and money through interactive educational programs. The NYSSCPA and the NY Times have written articles about me and my interest in teaching financial literacy to children.

3. Advice for current students?

Obtaining an LL.M. in Taxation from NYU provides a foundation for a successful professional life, regardless of the specific career path you choose. The degree itself is a mark of honor because graduates from the program maintain their commitment to continued education and develop into world-class tax lawyers. While the degree will open certain doors for you and hand you many opportunities, you will need to take the initiative and apply yourself to the task.

Non-Tax LL.M./M.C.J. Alumni Profiles

The following are profiles and advice from graduates of our LL.M. and M.C.J. programs who have agreed to share their profiles with current LL.M. students. Please speak with a career counselor if you wish to learn more about the individuals profiled.

Name: Anne-Marie Allgrove
Employer: Baker & McKenzie
Country of First Law Degree: Australia
Year of Graduation from NYU: 1998
Location: Sydney
Degree from NYU: Trade Regulation

1. Where did you work immediately after graduating from NYU?

Baker & McKenzie, Sydney

2. Your career path to date?

I am Baker & McKenzie born and bred. I started as a summer clerk with the firm in Sydney, and I worked there as a graduate before heading to London for our 18-month associate training program. I then went to NYU to do my LL.M. I returned to Sydney in May 1998 and became a partner in July 1999.

3. Advice for current students?

Enjoy! It is a fabulous time of your life. Make strong connections with others.

Name: Thomas Miguel Araya
Employer: M. & M. Bomchil & Abogados
Country of First Law Degree: Argentina
Year of Graduation from NYU: 2001
Location: Argentina
Degree from NYU: General Law

1. Where did you work immediately after graduating from NYU?

I worked at M. & M. Bomchil & Abogados. I sent an email directly to a partner in the firm.

2. Your career path to date?

I graduated from Universidad Nacional de Rosario, School of Law in 1994 and received a Master degree in Business Law with honors from Universidad Austral in 1996. I was granted a Fulbright Scholarship for study at NYU in 2000. I returned to Argentina in order to join the financial services department of M. & M. Bomchil & Abogados. I was promoted to Partner in January 2008.

3. Advice for current students?

The goal for each student looking for a permanent position should be to try to differentiate one's self from the other candidates.

Name: Daniel Aun
Employer: White & Case LLP
Country of Law Degree: Brazil
Year of Graduation from NYU: 2012
Location: New York
Degree from NYU: IBRLA

1. Where did you work immediately after graduating from NYU?

I worked at White & Case LLP in New York City. I currently work at White & Case LLP, and I specialize in investor-state and international commercial arbitration.

2. Your career path to date?

I felt a compelling need to expand my horizons since I spent most of law school at the Pontifical Catholic University, in São Paulo, Brazil, studying M&A, and I spent time in banking law departments of renowned local law firms. My pursuit of knowledge and international experiences initially took me to Spain, where I studied at the University of Barcelona and published papers on WTO law. I found my true calling and next on the agenda was a private international law course at The Hague Academy of International Law, where I studied international arbitration with French Professor Emmanuel Gaillard. I then moved to Washington, D.C., where I first interned at the International

Law Department of the Organization of American States and then at the International Trade Department of the Brazilian Embassy. While in Washington, I audited Professor Arif Ali's international commercial arbitration classes at Georgetown University. I credit my interactions with laureates like Gaillard and Ali as a turning point in my career, as they prompted me to forego my transactional background. Having decided to make international arbitration my focus, I returned to Brazil, completed my studies and joined a well-known Brazilian arbitration boutique firm, while also teaching international law at my alma mater. Next was an internship at the Permanent Court of Arbitration at The Hague, after which I came to NYU to pursue an LL.M. At NYU, I focused on my studies in international dispute resolution, international law and international investment law and acted as vice-president of the International Arbitration Association. I was admitted to practice law in Brazil and passed the New York State Bar examination. Since October 2012, I have been working with White & Case LLP in New York. My mentors and influences also include Brazilian Professors Luiz Olavo Baptista and Fabricio Felamingo, NYU Professors Donald Donovan, Jose Alvarez and Franco Ferrari, and White & Case partners Paul Friedland and Ank Santens.

3. Advice for current students?

I cannot stress enough the importance of networking. Meeting people and interacting with them is the key to building a healthy and strong foundation for any career. Based upon my personal experiences, I advise students to network right away, and students should exploit all the opportunities that come their way. I also encourage students to learn languages and travel abroad to interact with different cultures.

Name: Stephanie A. Barbour

Year of Graduation from NYU: 2007

Employer: Amnesty International

Location: The Hague

Country of First Law Degree: Ireland

Degree from NYU: International Legal Studies

1. Where did you work immediately after graduating from NYU?

I worked at the International Criminal Tribunal for Rwanda, as a fellow supported by the NYU Center for Human Rights and Global Justice.

2. Your career path to date?

In October 2007, I joined the OSCE Mission to Bosnia and Herzegovina in Sarajevo to work in the Human Rights Department. An initial short-term contract grew into a staff position in February 2008 as a Legal Adviser on War Crimes and Transitional Justice, advising on a host of transitional justice issues in Bosnia and Herzegovina, including war crimes prosecutions, justice outreach, truth-seeking, and reparations. In July 2011, I moved on to Amnesty International as the Coordinator of its global Campaign for International Justice. I left in December 2012 and joined the Swiss NGO, TRIAL, as the legal advisor leading its Nepal country programme, where I represented victims of conflict-era crimes seeking justice and advocated against the adoption of an amnesty for perpetrators of serious human rights violations. In July 2013, I was appointed as the Acting Head of the Centre for International Justice, Amnesty International's presence in The Hague, where I work on promoting a strong and effective International Criminal Court and addressing a variety of human rights issues in the context of international justice. I have also enjoyed teaching international criminal law and transitional justice from time to time, including a year as an adjunct professor in Bosnia and Herzegovina.

3. Advice for current students?

The culture of law school places a great deal of pressure on students to think about "The Job Search". However, in my experience, time is better spent on working toward the things that satisfy you and from which you truly learn - be that writing, researching, working in a clinic, or doing an internship or other project. An LL.M. is short, and there are a lot of learning experiences to squeeze in. In the end, commitment and focus to your chosen field are what makes a strong and interesting candidate when it comes to the time to plan your career. This is particularly true if you want to follow public interest or international legal work.

Name: Martha Bucaram

Year of Graduation from NYU: 2008

Employer: Kilpatrick Townsend & Stockton LLP

Location: Atlanta, GA

Country of First Law Degree: Panama

Degree from NYU: International Legal Studies

1. Where did you work immediately after graduating from NYU?

Immediately after graduation I worked for two non-profit organizations. I was a legal intern at Human Rights First for six months, and my supervisor was also a LL.M. from NYU (Andrew Hudson). I helped him put together a report on the situation of human rights defenders in Colombia. For this, I researched and reviewed multiple cases and judicial decisions from said South American country. Simultaneously, I was a legal advocate at Connect, a non-profit organization serving victims of domestic violence. There I helped immigrant clients providing them with a range of services, including filing their applications to seek legal status, finding shelter, taking their testimonies, drafting affidavits, engaging in public speaking engagements, answering a helpline. I ended up staying with them for almost a year. Both internships were unpaid, and I found them through the Office of Career Services website.

2. Your career path to date?

As stated in the previous question, I started with two internships. I stayed with Human Rights First for six months and with Connect for 9 or 10 months. During that time I was interviewed by a couple of NY law firms and did some clerical work for a solo attorney. I did not join a firm until the Summer of 2009 when I started working for Kilpatrick Townsend and Stockton, formerly known as Kilpatrick Stockton. I still hold the position of International Legal Consultant at the firm and work directly with the Construction & Infrastructure Practice Group. My language skills and knowledge of the Latin American region allows me to interact with other groups as well and help many practices in the firm. One of the things I enjoy the most is the focus the firm puts on pro bono work. I have helped several Spanish speaking clients and love being able to still give back to the community.

3. Advice for current students?

Don't give up. The year you are going to spend at NYU is going to be unforgettable and is going to prepare you in more ways than you can imagine. It is also going to go by very quickly; too quickly if you ask me. Seek orientation; take advantage of the resources the school gives you. The value of the network and friendships you are building now is incalculable. Network, reach out to your connections and know your strengths. Look for your dream job not the job everyone is applying to. When applying for a job, focus on the skills that differentiate you from other applicants. A degree from a top school like NYU is going to help you in your career, but the degree is not the only thing you are going to get at the end. If you are lucky like me, you will also gain friends for life.

Name: Belinda Clark

Year of Graduation from NYU: 1987

Employer: New Zealand Ministry of Justice

Location: New Zealand

Country of First Law Degree: New Zealand

Degree from NYU: International Legal Studies

1. Your career path to date?

I have been New Zealand's Secretary for Justice and Chief Executive of the Ministry of Justice. I became one of the youngest public service chief executives in the nation when I was appointed at the age of 43. I oversee a ministry responsible for administering New Zealand's courts, advising the government on criminal justice and on public and civil legal policy, administering parliamentary elections, negotiating treaty claims with indigenous Māori groups, collecting fines and leading the justice sector (which includes the police and prison services). Prior to joining the ministry, I was the general manager of policy and planning at the Accident Compensation Corporation (ACC) for three years. Before that I was the first director of the Office of Treaty Settlements and oversaw the settlements of the first two major claims by indigenous tribes.

2. Advice for current students?

Follow your instincts. Don't worry about what you think you SHOULD do (or what your parents, peers, teachers, church, community think you should do). It's your life, and you need to be happy with it. Ask yourself: when I look back from retirement would I be pleased I made this choice, or would I regret it? That's your guide. The rest—career success, happiness—will follow.

*See Ms. Clark's full profile and interview on the NYU School of Law Alumni of the Month Page:
<http://www.law.nyu.edu/alumni/almo/pastalmos/20062007almos/belindaclarkdecember/index.htm>

Name: Diana Davis **Year of Graduation from NYU:** 2000
Employer: Greenberg Traurig **Location:** New York
Country of First Law Degree: Mexico **Degree from NYU:** International Taxation

1. Where did you work immediately after graduating from NYU?

I worked at Coudert Brothers for almost five years. I found the position through On-Campus Interviews (as a Tax LL.M.).

2. Your career path to date?

I joined Greenberg Traurig after working for 5 years at Coudert Brothers. I followed one mentor, Mary Voce, through her entire legal career in the U.S. Both U.S. positions were permanent associate offers.

3. Advice for current students?

Network and interview early on. Do not be afraid to knock on doors.

Name: Kara Fine **Year of Graduation from NYU:** 2011
Employer: Giannuzzi Group LLP **Location:** New York
Country of Law Degree: J.D., University of Florida **Degree from NYU:** Corporate Law
Degree from NYU: LL.M. program in Corporation

1. Where did you work immediately after graduating from NYU?

I commenced working at Giannuzzi Group LLP in 2011. The firm represents major consumer product companies in fashion, food, beverage, life style, and wellness. My major role as corporate counsel involves various practice areas; corporate, general business, and M&A. The firm also supports the connection of investors, manufacturers and distributors through the firm's connection with previous clients and current clients.

3. Advice for current students?

Current students should be proactive and should contact OCS early in order to expose themselves to many opportunities. Students should establish connections, reach out to people, communities, and associations, start networking early and stay in contact with connections. Students who are looking for an opportunity to work in New York should be optimistic, positive and open minded in the course of applying for a job.

Name: Miguel Gallardo-Guerra **Year of Graduation from NYU:** 2001
Employer: Bello, Gallardo, Bonegui y Garcia, S.C. **Location:** Mexico City
Country of First Law Degree: Mexico **Degree from NYU:** Comparative Jurisprudence

1. Where did you work immediately after graduating from NYU?

I worked as an International Associate at Simpson Thacher & Bartlett. I used NYU sources and the internet to find law firms interested in Mexican students.

2. Your career path to date?

I received my law degree from Universidad Iberoamericana, S.C. I began legal practice with Berdeja Abogados specializing in banking and finance. I served one year as an international associate at Simpson Thacher after completing the LL.M., then returned to Berdeja Abogados. I was invited to join Bello, Gallardo, Bonegui y Garcia in 2004. Also, I was the secretary of the board of directors of various financial institutions. I was an adjunct law

professor at Universidad Iberoamericana. I was certified as Court Translator by the Superior Court of Justice of the Federal District in Mexico.

3. Advice for current students?

Always try to achieve your dreams. Try to use all the technology at your hands to find various alternatives to obtain your goals. Do not be afraid to ask for help and opportunities. Do not forget to also help your classmates and colleagues.

Name: Christian Gloger

Year of Graduation from NYU: 2009

Employer: Shearman & Sterling LLP

Location: New York

Country of First Law Degree: Germany

Degree from NYU: General Law

1. Where did you work immediately after graduating from NYU?

Before starting the LLM, I was already working at Shearman Sterling LLP. So, I took the part-time program and continued working part-time at the firm. After graduating, I got back to my full-time schedule at Sherman.

2. Your career path to date?

In Germany, law school graduates are required to do a two-year practical training before sitting for the German bar exam equivalent. For this reason, after finishing my Ph.D. in German law (Dr. jur.) and my Masters in political sciences at the University of Freiburg, I worked for two years as an intern in different law firms and organizations, such as Linklaters (in Germany and in Brazil), the European Commission and the German Federal Ministry of Economy.

In 2006, I moved to New York and started working at Shearman. I began as an international associate, but after graduating from NYU I became a regular US-track associate in the investment funds team, focusing on private equity and hedge fund formations and related regulatory matters. Most of my clients are investment fund managers and large financial institutions in Europe and Latin America.

3. Advice for current students?

The part-time time program is an excellent opportunity if you already have a job in the United States, and NYU is one of the few schools offering part-time LLMs. If you are coming directly from your home country and you are planning to work in the U.S. after graduation, I suggest that you start planning your next steps very early. You have to study the market and identify the opportunities for people with your profile. Which firms work with your home country law or for clients from a jurisdiction or market that you know particularly well? Who are the partners in each of these firms who you should talk to? Whom do you know in your home jurisdiction (either a local law firm or local client) that could make a helpful introduction? Finally, you should always remember that you have to know not only what you want to do, but also why someone would hire you (e.g., instead of focusing during an interview on how important it is for you to have a work experience in the U.S., you should try to catch your interviewer's attention by demonstrating how you could be useful for his firm, his team, etc.).

Name: Daniel E. Hemli

Year of Graduation from NYU: 2004

Employer: Bracewell & Giuliani

Location: New York

Country of First Law Degree: Australia

Degree from NYU: Trade Regulation

1. Where did you work immediately after graduating from NYU?

Wachtell, Lipton, Rosen & Katz, as an associate in the Antitrust Group.

2. Your career path to date?

I graduated with a Bachelor of Science and Bachelor of Laws from University of New South Wales in Sydney, Australia in 2000. I worked for Baker & McKenzie's Sydney office as an Associate (permanent position) from 2001-

2003. I completed my LL.M. at NYU in 2004. Then I joined Wachtell, Lipton, Rosen & Katz as an Associate (permanent position) in the Antitrust Group. I joined Bracewell in Spring 2011 as a partner.

3. Advice for current students?

-At the risk of stating the obvious, good LL.M. grades are important, especially if seeking a permanent position, since this is one of the easiest ways for employers to compare you against others, including J.D. graduates, who are applying for the same position. Employers will generally pay much closer attention to U.S. grades than foreign grades.

- The more flexible you are willing to be, the better your chances of success in securing a position. For example, this could mean starting out at a less well-known firm, or starting in a different practice area than your first preference, with the aim of eventually changing firms or practice areas.

- Be prepared to explain your immigration/visa situation to potential employers, since they may not be familiar with those issues, especially if they have not hired foreign lawyers in the past.

Name: Paul Hsu

Year of Graduation from NYU: 1969

Employer: PHYCOS International Co.

Location: Taiwan

Country of First Law Degree: Taiwan

Degree from NYU: General Law

1. Your career path to date?

I am currently Chairman and CEO of PHYCOS International Co., Ltd. PHYCOS was founded on the premise that opportunities for business and government relations can be identified and developed into meaningful solutions to the development of capital market, such as mergers and acquisitions, venture capital, and restructuring. I am an adjunct professor at the National Chengchi University, teaching the executive MBA course of "New Service Business Model Creation Seminar". I formerly served as a Senior Partner of Lee & Li and as an adjunct professor of law at the National Taiwan University.

2. Advice for current students?

My advice to current students is to open your heart and mind and get ready to be a part of the brave new world.

*See Mr. Hsu's full profile and interview on NYU School of Law's Alumni of the Month website:

<http://www.law.nyu.edu/alumni/almo/pastalmos/20072008almos/paulsphsufbruary/index.htm>

Name: Panos Katsambas

Year of Graduation from NYU: 2001

Employer: Reed Smith

Location: London

Country of First Law Degree: Greece

Degree from NYU: General Law

1. Where did you work immediately after graduating from NYU?

I worked at Shearman & Sterling. I found the position through a home country contact.

2. Your career path to date?

I began as an intern at Shearman & Sterling in New York after completing my LL.M. I stayed on as an associate until 2007. I moved to Fix Asset Management, a Hedge Funds Group, in a legal and operations executive role in 2007. I relocated to London in 2009.

Name: Michael J.S. Moran

Year of Graduation from NYU: 2008

Employer: Davis Polk & Wardwell LLP

Location: New York

Country of First Law Degree: Ireland

Degree from NYU: General Law

1. Where did you work immediately after graduating from NYU?

I worked at Davis Polk. I completed a direct application to the firm via a partner of Irish origin.

2. Your career path to date?

I completed my first law degree at Trinity College Dublin. Then I completed my masters at NYU. Before that I completed various summer internships at international law firms in Ireland, the United Kingdom and Germany. I joined Davis Polk in a permanent associate position.

3. Advice for current students?

Make contacts and keep trying.

3. Advice for current students?

It depends on your background, but generally it's not easy to find a job as an attorney in NYC with only an LL.M. and no prior work experience. However, don't give up, meet with as many people as possible, be creative, keep sending your resume out, and most importantly: don't give up!

Name: Veerle Roovers

Year of Graduation from NYU: 2001

Employer: Jones Day

Location: New York

Country of First Law Degree: Belgium

Degree from NYU: Corporate Law

1. Where did you work immediately after graduating from NYU?

I started as a restructuring associate at Jones Day, New York. I sent my resume directly to a restructuring partner and was invited in for three interview rounds before getting the offer.

2. Your career path to date?

I was a lawyer at the Brussels Bar specializing in, among other things, liquidation bankruptcies for almost five years before starting the LL.M. at NYU. I joined Jones Day immediately after graduating from NYU.

3. Advice for current students?

Think outside the box (I did not follow the “standard” interview process) and be persistent. My first interview was the week before the bar exam, and I actually received an assignment from the interviewing senior partner that I completed in two days’ time, before the bar exam.

Name: Fabiana Yoshie Sakai

Year of Graduation from NYU: 2003

Employer: Milbank, Tweed, Hadley & McCloy LLP

Location: Sao Paulo

Country of First Law Degree: Brazil

Degree from NYU: General Law

1. Where did you work immediately after graduating from NYU?

I returned to the Brazilian law firm where I worked before the LL.M.

2. Your career path to date?

I worked for four years at a small Brazilian law firm before coming to NYU. I returned to Brazil after the LL.M. and worked for another 6 months at small local firm. I was hired to work in Shearman & Sterling’s Sao Paulo office in May 2004. I transferred to the New York office in December 2007. I joined Milbank to help open the firm’s Sao Paulo office in 2010.

3. Advice for current students?

Keep on trying to find a job at a top American law firm, even after the LL.M. Expand your options and look for offices outside of the U.S. as well. The best career opportunity is sometimes not in the U.S.

Name: Helfried J. Schwarz

Year of Graduation from NYU: 1988

Employer: Milbank, Tweed, Hadley & McCloy LLP

Location: New York

Country of First Law Degree: Austria

Degree from NYU: Comparative Jurisprudence

1. Where did you work immediately after graduating from NYU?

I worked in the international tax department of PricewaterhouseCoopers (then known as Coopers & Lybrand). I found the position through a home country contact.

2. Your career path to date?

From 1988 to 1990, I served as an associate at Coopers & Lybrand. I joined Milbank, Tweed, Hadley & McCloy as a foreign associate in the project finance department in 1990. I became an associate in the project finance department in 1991 and moved to the transportation finance department at Milbank in 1995. I became partner in 1999. I served in New York, London, and Frankfurt offices.

3. Advice for current students?

Get in touch with other lawyers from your home country who pursued an LL.M. and stayed in the US. Research the market for openings suitable for the particular background of the student (in particular language skills, seniority, prior experience).

Name: Lei Wang

Year of Graduation from NYU: 2007

Employer: Haiwen & Partners, LLP

Location: China

Country of First Law Degree: China

Degree from NYU: Corporation Law

1. Where did you work immediately after graduating from NYU?

After graduating, I was recruited by Cleary Gottlieb Steen & Hamilton LLP and worked at the New York office for one year.

2. Your career path to date?

My legal career started as an intern at Haiwen & Partners while pursuing my first LL.M. degree at Peking University. After graduation, I joined Haiwen and worked there for 4 years. I came to NYU in 2006 for my LL.M. in Corporation.

After graduating, I was recruited by Cleary's New York office thanks to my practical experience in China's capital market. One year later, I was relocated to Cleary's Beijing office and stayed for another two years.

In 2010, I decided to rejoin Haiwen, and I was named partner one year later.

Throughout my career, I have focused on practicing in capital markets, including securities, M&A, PE and foreign direct investment in China.

3. Advice for current students (particularly Chinese students)?

3.1 International Firms or Local Firms

Without doubt, international firms usually provide a greater accessibility to high-profile cases, more international transactions and clients, as well as a systematic and solid training on legal skills, which is particularly valuable for entry-level lawyers. However, we have observed a tremendous growth of Chinese local firms and a trend of bridging such gaps between.

The career path may be another determinant factor that one must consider, whether he has been working toward partnership for years or just started. One is expected to meet a higher threshold, in any respect, to be named partner in an international firm than in a Chinese local firm. Are you prepared for that?

3.2 The Future Legal Market in China

My ten-year practice witnessed the dramatic development of China's capital market, but there are still so many fields where further investment could be expected and, from my experience, business opportunities for lawyers exploited.

3.2.1 China has a huge market for securities-related legal services.

- Reorganization for initial public offerings is still hot.

- Public companies from the US market seeking to re-list on the Hong Kong (or Shanghai) Stock Exchange after “going private” need assistance from Chinese lawyers.
- Inbound investment has been a major practice for many firms; there will be more outbound investments in the near future.

3.2.2 Many emerging markets offer great opportunities for young lawyers.

- Financial innovation is increasingly encouraged both by the market and regulatory agencies. Lawyers may play important roles in designing and distributing such newly designed commercial instruments.
- With the entry of savings banks into investment banking and securities business, directly and indirectly, more dynamics have been brought into the securities and M&A market.
- Tax implications are becoming such an important issue that being able to support firms solely focusing on practicing tax laws is highly valuable.
- Antitrust and anti-competition law practices will become vital for many merger cases and major competitors in the market.

3.3 Bar Admission in New York?

I valued preparing for the Bar exam more than being a member of the Bar. Frankly speaking, if practicing in Chinese firms under Chinese jurisdiction, a lawyer has few chances practicing New York laws. But, it is always good to be prepared, since you never know if it might help you some day.

3.4 Course Selection

I was in the corporation program, so most of my courses were corporate-related, except for those required for the bar exam. Corporate Finance by Professor Khan left me with a deep impression. I thought then that it was a hard course but closely related to my practice. But the fact is, if I review my whole career of practicing law, I actually rarely used what Professor Khan taught in class. Nevertheless, I still appreciate this course in the way that it helps me comprehensively understand many issues that seemed scattered in my mind in the past.

So if I were to give suggestions on course selection, I would suggest considering not only your future career plan but also your interests and knowledge structure.

Name: Corey Zhang

Year of Graduation from NYU: 2008

Employer: Clifford Chance

Location: Hong Kong

Country of First Law Degree: China

Degree from NYU: General Law

1. Where did you work immediately after graduating from NYU?

I first contacted a partner (my current boss) at Clifford Chance Hong Kong by email indicating my interest to join her team and was later awarded a paralegal position 2 months after my interview.

2. Your career path to date?

Partly due to the impact of the financial crisis, I was recruited as a paralegal at Clifford Chance in the beginning, and when the markets started to recover in late 2009, my boss promoted me to a standard U.S. associate position, due to my performance and commitment. To date, I have been with Clifford Chance for more than 1.5 years.

3. Advice for current students?

The chance of getting an offer will increase significantly if the candidates can try and apply to as many law firms as they possibly can during the course of their LL.M. studies.

APPENDICES

Articles on the LL.M. Job Search, Networking, and Interviewing¹:

Networking: Developing Mutually Beneficial Relationships

When networking, use the right kind of correspondence

A Guide to Networking Meetings

Finding, Creating, and Negotiating a New Job in Tough Times

How to Make a Lasting Impression in the Classroom: School Ties

LL.M. Employers Lists:

Employers Participating in the Taxation Interview Program

Sample of Employers Participating in On-Campus Interviews

Sample of Tax LL.M. Job Listings/Resume Collections

Employers of Tax LL.M. Students as Reported by Graduates

Employers Participating in the International Student Interview Program

Sample of International Job Listings/Resume Collections

Employers of LL.M. Students with a Foreign Law Degree as Reported by Graduates

Bar Admissions Requirements: Foreign Law School Graduates (Chart 4)

Federal Employment: Eligibility to Work in U.S.

¹ Articles included in this Handbook are distributed for educational purposes only. Please note that inclusion in these resources does not indicate OCS recommendation of any particular product, website or resource.

Networking: Developing Mutually Beneficial Relationships

There's nothing complicated about networking, although many are confused by it, misuse it, or fear it. Networking is simply the development of mutually beneficial relationships. The key word here is *mutually*. Both you and your contacts will benefit from your networking efforts.

The Purpose of Networking

The purpose of networking is the exchange of information, advice, and referrals, via the informational interview process, to assist in attaining your goal of changing careers. As competition becomes fierce in some fields and there are fewer qualified candidates available in other fields, both employers and career changers rely on networking—the former to identify qualified candidates and the latter to communicate professional and personal skills to employers. Employers hire those they like personally and professionally. The informational interview, the vehicle for networking, gives employers an opportunity to informally get acquainted with potential candidates.

The Formal and Informal Job Market

The jobs listed in newspapers, trade journals, and employment offices, which constitute the formal job market, represent only about 25 percent of the total jobs available at any given time. The ads in the newspapers tend to be either low-end or high-end jobs in terms of skills. Want ads work for some career fields better than others; you'll need to find out what works best in your field of interest. Most jobs, therefore, are part of the informal job market. They are not advertised or listed at agencies.

Because of this structure, you must rely on yourself to make sense of the whole process and identify available jobs. During your job search, divide your time up according to the percentage of time a particular job search method works. For a general example, take networking (informal job market) versus ads and agencies (formal job market). Because approximately 75 percent of the jobs are found via the informal job market through networking, that's where you should spend 75 percent of your time. However, people still get jobs via the formal job market, so you should spend the other 25 percent of your time there.

Employers Prefer Networking

This might come as a surprise, but employers would rather use informal networks also. They know that if they advertise a position, they could be overwhelmed with resumes, phone calls, and visits. They have a need—a position to fill—and they want the quickest way to find a qualified applicant. Many can't afford to hire through an employment agency, which may charge 15 to 25 percent of the position's annual salary as a fee. In addition, most employers would rather go with a known quantity (via networking with friends, family, or business associates) than an unknown quantity (an applicant responding to an ad). Unknown applicants represent a greater risk in terms of time, money, and training to employers.

The Challenge of Networking

Be honest during an informational interview. You should just request information; don't ask for a job. However, the networking process is indeed a good way to find a job. This sometimes seems like a contradiction. As a career changer, you probably do have many questions and could use the information. Even when you're experienced (or further along in the career planning process), there's always more to learn. Nonetheless, at this point, your main objective is to get that targeted job.

The dilemma is that if you say you just want information and it becomes clear you actually want a job, you are likely to ruin your new contact. So, how can you be honest without ruining your chance of gaining that new contact? We suggest that you be specific about what type of information you want. Let your contact know, from your initial request for an informational interview and thereafter, that you're interested in the following or similar areas:

- Advice on opportunities in that particular field
- Strategies for gaining employment
- Feedback on how realistic your career goals are as you research your ideal job

This approach is straightforward about your intentions. You're seeking more than general information at this point; you have decided on a career field, and it's acceptable to say so. However, whether asking in writing or on the phone, be sure to state that you do not expect a job to be offered or referred to during the proposed interview. This helps put the potential interviewee at ease and removes pressure because of certain expectations they think you have. If, during the course of your informational interview, something in terms of a possible job comes up, great—but don't expect it.

With regard to finding the people with the power to hire, don't go after them unless your contacts lead the way. Attempt to reach them via contacts and networking your way up. Hiring professionals are usually the busiest, and they don't usually have a lot of time for networking. Therefore, they'll be more inclined to make time if you're a known quantity with a mutually known contact person.

Although some experts will tell you not to waste your time with people who do not have the power to hire, we believe they are mistaken. People not in a direct hiring position nevertheless could have insights about the career field, companies, or a particular organization. Also, many will have contacts that lead to persons with the power to hire. You will never find out unless you take the time to check it out.

What People Fear the Most About Networking

Many mature and capable adults fear picking up the phone and calling someone they don't know, even when the name is given to them by a mutual contact. After all, they wonder, who would want to talk to them? That's not a complicated question to answer. Those who have 15 to 20 minutes to spare and like their jobs will usually talk with you in an informational interview. If you get turned down, it's likely that they're just too busy or simply don't like their job and don't want to talk about it. In this case, try not to take it personally. Ask whether they can recommend someone else for you to talk with, thereby continuing to build your network. If you're hesitant about this process, start with people you know and those they refer you to. It's easier with that intermediary contact person.

When one of your contacts offers you a referral to someone, send the person an approach letter. Your letter should be typed and have a businesslike appearance. You might even create your own letterhead using word processing software and a high-quality printer, or have it created at a print shop. Include your name, address, and phone number.

Your approach letter should include the following content:

- Who referred you to the person you're addressing

- Who you are, your current employment situation, what specific information you want, and how much time you need (15 to 20 minutes)
- Why you picked this person to speak to and how you hope he or she can help you
- When you'll call to set up an appointment (a specific day, within one week)

Your approach letter could also have some information about the person's employer that you have found as part of your research. You might even add some ideas related to the career field that you've been thinking about and would like the person's opinion on. This says something about your interest and commitment level and might lead your referral to be more inclined to respond positively. You need to make yourself sound worth meeting.

By the way, I'm sure you noticed the title of this article: Networking: *Developing Mutually Beneficial Relationships*. In addition to the fact that employers like to network to fill positions with *known quantities*, as mentioned earlier, there are other ways for you to make this more of a two-way process. If you think your contact has a worthwhile product or service be sure to mention that you'll be referring others when the possibility arises. This perspective adds balance to a process that many tend to distort. There's always the possibility of giving back, returning the favor.

Excerpted from *Career Change* by David P. Helfand (VGM Career Horizons 2nd ed. 1999).

David Helfand



Dr. David P. Helfand is the Coordinator of Career Counseling in the Northeastern Illinois University Counseling Office in Chicago, where for the past 25 years the major focus of his work is helping returning adult undergraduate students, graduate students, alumni and traditional age college students identify career options.

Dr. Helfand, both a Licensed Clinical Professional Counselor and a National Certified Career Counselor, earned a Masters in Guidance and Counseling and a Doctorate in Counselor Education from Loyola University in Chicago. *Career Change*, Dr. Helfand's first book, now in its 2nd edition, offers practical strategies for career changers and the challenges they face.

When networking, use the right kind of correspondence

by Erin Binns

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Career advisers always emphasize that networking is key to a successful job search. Talking with members of the profession gives you access to insider information about practice areas, markets, employers, and opportunities.

But how do you initiate networking contacts? Most students are not well connected, so don't assume you can just pick up the phone, make a few calls, and get the audience of who's who in the legal community. In most cases, you should send a formal letter or e-mail message requesting a meeting.

Networking letters are different from cover letters. Each letter has its own purpose. A cover letter is driven by a request for a job. It showcases your skills and credentials in a way that leaves no doubt you're a great fit for the position. In contrast, a networking letter is driven by your request for information and your desire for a professional contact. You're requesting someone's time and guidance.

As with cover letters, don't draft a form networking letter that you can mail-merge and mass e-mail. Broad-sweeping generic language won't get the job done. Networking is personal. You're asking busy professionals to give up valuable time to talk with you. They therefore need to know you're sincere in your reasons for wanting to meet. A networking letter needs to articulate the specific reasons why you think the recipient is a good resource.

Networking letters are first impressions. They must be professional in format, tone, and substance. In most cases, it's OK to send a request by e-mail, but let the circumstances (and the recipient) determine whether to send an e-mail or mail a business letter. Regardless of the method you use, the substance and form of the correspondence are the same. For example, you wouldn't send a printed letter without a "Dear So-and-So," so be sure to include a proper salutation in your e-mails, too.

What should you write in your networking letters? Because of the distinct and important functions of each paragraph, it makes sense to dissect your message a paragraph at a time.

Paragraph 1. Paragraph 1 is a workhorse. In most cases, the recipient hasn't requested or isn't anticipating your correspondence, so the first paragraph has a lot of work to do. This paragraph needs to: (1) grab the reader's attention, (2) share specific reasons for your interest in the recipient, (3) introduce yourself, and (4) clarify that you're requesting an informational meeting.

Grab the reader's attention. The default starter sentence used by many students is, "I am a [insert year in school] law student at [insert law school]." There are two problems with starting a networking letter this way. First, the entire sentence is about you. This contradicts the point of the letter, which is to clarify why you want to meet with them. Second, it's boring. It doesn't compel the recipient to keep reading.

The name drop is the most effective way to start a letter. When the reader sees that a mutual acquaintance or professional colleague recommended that you contact him, you're pretty much guaranteed the recipient's attention.

But the challenge for most law students, especially in the early stages of a job search, is having a name to drop. If you don't have the name of someone who referred you, other strong starters include establishing your familiarity with the recipient or her work, or presenting a specific reason why you want to meet with the person. So in place of the "I'm a 2L" sentence, you might find yourself writing: "I am contacting you because of your work in collaborative family law." This sentence implies you did your homework and you know something about the recipient. It encourages the reader to keep reading.

Share specific reasons for your interest in the recipient. The entire letter, but particularly the first paragraph, needs to be tailored to the reader. Paragraph 1 is where you establish the foundation for why you want to speak with this person. Reasons might include their practice focus, career path, geographical location, or alumni status. The opening sentence, "I am contacting you because of your work in collaborative family law," already begins to do this. You could continue to develop and personalize this paragraph as follows:

I am contacting you because of your work in collaborative family law. I understand that you have been instrumental to the development of the Missouri Collaborative Law Practice.

Introduce yourself. Be thoughtful and deliberate in how you define yourself. Don't mention things like the law school you attend, your undergraduate degree, or your work history unless you know the reader will identify. So, for instance, don't focus on your background in aviation management if you're writing to a real estate lawyer. This seems obvious, but I regularly review letters where students include information that has no apparent relevance to the reader. Adding to the example paragraph, it might read:

I am contacting you because of your work in collaborative family law. I understand that you have been instrumental to the development of the Missouri Collaborative Law Practice. Like you, I have a master's degree in social work and an interest in family law. I will graduate from law school in May and hope to use my degrees in a manner similar to what you are now doing. Clarify that you are asking for an informational meeting.

Finally, you need to let the reader know what you want. You want a meeting, not consideration of your résumé. The final sentence added to the above paragraph could read: “I would appreciate the chance to meet with you at your convenience to learn about your experiences.”

Paragraph 2. The second paragraph legitimizes your request of the person’s time. You can achieve this by outlining in greater detail what exactly it is you hope to discuss and the benefits you anticipate from talking with the recipient.

Paragraph 2 is where most students make the fatal flaw. Students lose sight of their purpose and default to talking about themselves through highlighting their academic credentials, work experiences, and journal participation.

It’s not that you shouldn’t promote yourself. You should weave in experiences and successes that support your reasons for wanting to meet and that connect you to the reader. Just don’t make your credentials the focus of the paragraph. Here’s an example of a second paragraph:

Your experiences as a tax attorney interest me specifically. Before law school, I was a CPA for several years. While tax seems like a logical area for me to focus my studies, I know little about the actual practice in a large corporate law firm such as yours. My hope is that we could meet briefly to discuss the nature of your work and your experiences representing corporate entities. I am also interested in your perspective on the benefits of an LL.M. in taxation. I am considering an LL.M. and I noted from your firm biography that you earned yours from Georgetown. I appreciate any insight and guidance you are willing to offer.

Paragraph 3. Paragraph 3 is about logistics. It establishes the next step—your intention to follow up with a phone call to determine the person’s interest in meeting. Specify a timeframe in which you will call (and make certain to call during that time).

In most cases, you should not attach or enclose a résumé with a networking letter. The presence of the résumé can make the recipient question whether your request for an informational interview is really a request for a job interview. If you send a résumé, you must clarify that you did so only to provide the recipient with additional background information.

An example third paragraph might read:

Thank you for your consideration of my request for us to meet. I will phone you early next week to determine your

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interest. I look forward to hearing about your experiences as a Wisconsin Law School alum practicing in the Austin area.

Those are the basics of networking letters. The most important point is that networking letters are not cover letters. You are not selling your qualifications, and you are not looking for a job. Instead, you simply want to ask the recipient to meet with you and convince him or her that it's worthwhile to do so.

[Erin Binns](#) is assistant director for career planning at Marquette University Law School.



A guide to networking meetings

You have identified the names of people you would like to contact, carefully composed a letter, and followed up with a phone call scheduling a time for your meeting. After that preparation, the meeting itself is nothing more than a friendly conversation asking for advice, but the flow of this conversation should not be left to chance.

Just as you would prepare for trial by making notes before a meeting with a major client, so too should you prepare adequately for your informational meetings. Remember that at these self-marketing meetings, you're not a lawyer interviewing a client. You are having a friendly conversation and asking for a little advice so that you can better market yourself to obtain a new job. This article offers an easy guide for your informational meetings. If you follow its general outline, you will benefit enormously. You will gain the information you need to meet your goals and find your new direction. We all have our own conversational style. Adapt this script to your own needs and your own idioms.

The Elements of an Informational Interview

There are three obvious stages of the informational interview, and they are not hard to remember:

ENTRY —> BODY —> EXIT

The Entry Phase

1. Rapport

When you first meet your contact, as when introduced to anyone for the first time, make a real effort to put that person at ease. Don't plunge into your agenda until you have first established a human contact. Exchange a few natural pleasantries. Any complimentary



icebreaker will do.

One easy way to begin is with a quick scan of the room. Something in the office environment will suggest a commonality, a conversation opener: family pictures, a view out of a window, or a desk ornament. If you live in an area known for its passionate sports fans, such as Philadelphia or Chicago, then maybe you can make a comment about a particular team's recent success or failure. Above all else, make it genuine:

I want to thank you for taking the time to see me... I'll try to be brief and to the point...

2. Disclaimer

This step is crucial to the whole process. You let your listener know at the outset just why you are there, what you are seeking, and what you are not seeking. Most people will still be under the misapprehension that no matter what you wrote in your letter or what you've said during your phone call to schedule the interview, you're going to ask them for a job. So you must take great care to put these assumptions to rest.

Before we begin . . . I want to make it clear why I'm here . . . I'm not looking for a position with your firm (or, I don't expect you to have a job for me) . . . Quite frankly, at the present time, I'm more interested in receiving some good advice - in hearing how you'd evaluate my credentials and how I should go about marketing myself within the legal community . . .

3. Rationale

You have told the person what is not your reason for being there. So now, explain to your contact why you are there. Say:

As I mentioned over the phone, you might say that I'm doing some "marketing research" on myself. . . You see, I'm at a crossroads . . . I'm making some major decisions about the



direction of my legal career . . . and it's important that I have enough input to make valid choices . . . That's why I'm seeking feedback from significant people in the legal community such as yourself . . .

4. Introduction

Let me begin by telling you a little bit about myself, for the past ____ years I've been . . .

If you're talking to a friend, or a law school classmate, whom you have not seen recently, then you might use these words as an opener:

It has been a couple of years since we have seen each other; so let me briefly bring you up to date . . . For the past . . .

5. Transition

After your introduction, use some short transitional phrase to move you to the Body of your informational meeting:

I guess my first question is pretty straightforward . . .

Body of the Meeting

First Conversational Level - TOPICS

These question areas are sometimes described as "pump primers"-themes to start the conversation, carry it along, and help the other person offer the information you need. Use just two or three of the topic areas suggested below. Adapt these questions to your needs and the chemistry of the moment. Remember, you are not taking a deposition or cross-examining a witness. Keep the conversation low-key and informal. Always present yourself during an informational interview as reasonably focused, even if you are not



quite sure of your direction. Never dump your uncertainties on another person during a self-marketing meeting or ask what you should do with your life. Never.

There are two possible scenarios: either you are staying within the legal community and looking for a better position or you are using your legal experience as a credential and seeking to transfer your skills to another venue.

a) A Job Search Within the Legal Community:

1. Compatibility

Are my legal career objectives realistic in terms of today's market?

Do I have the kinds of credentials that legal employers are seeking?

In light of my goals, do I need any other credentials to make me a more marketable candidate?

Would my chances be better with a larger or smaller firm? Why?

2. Shoes

If you were in my shoes, with the credentials I have described, how would you go about marketing yourself?

Do you think that I may have overlooked any other areas where I should market my skills? Are there any other bases I should cover?

3. Personalization

How has your own legal career developed? Was it planned or did it more or less develop



on its own?

If you had it to do over, would you do anything different?

Did you have any significant mentors along the way, or did you do it on your own?

4. Employment Trends

How do you read the present local business climate?

How does the local legal scene compare with law firm trends on the national level?

Downsizing? Hiring?

b) A Job Search Outside of the Legal Community

1. Compatibility

Would you consider a law degree a good credential within the _____ industry?

To what extent are my legal skills transferable?

Is such a move into _____ realistic?

Could you describe to me a typical workday?

2. Shoes

If you were attempting to transition into this industry, how would you go about marketing yourself?

What credentials best qualify a person for the position I am contemplating?



3. Personalization

How did you happen to become interested in this particular area of work?

Was your own career planned, or did it more or less just happen?

What parts of your job do you find the most enjoyable / least satisfying?

If you had to do it all over again, how would you go about it?

4. Trends

What kinds of changes have you noticed in the industry over the past five years?

Do you anticipate much growth within the industry in the coming years?

Any developments on the horizon that will affect future opportunities?

5. Employment

What are the current employment trends? Downsizing? Hiring?

For the positions we have been discussing, what matters more - experience or credentials?

What credentials best qualify a person for the position we have been discussing?

From what I've told you of my background and credentials, would you say that I have a reasonable chance of transitioning into this field?



What periodical resources, or employment listings, are available for the job seeker within this industry?

Second Conversational Level: STORIES

At the same time that you are discussing the above topics, you will also attempt to weave accomplishment anecdotes, or success stories, into the fabric of your conversation. Well-prepared career stories are used in informational interviewing, not only to make you and your skills memorable, but also to practice them for later use in actual job interviews.

Well-prepared career stories should be introduced naturally based on the flow of the conversation.

As you are talking with your networking contact, listen for conversational "openers," or commonalities-experiences similar to your own. Use these openings as a way for you to contribute to the conversation by describing your own experiences.

Exiting Gracefully

How long should your marketing or informational interview last? As a rule, it should be shorter, rather than longer-20 minutes, 30 at the most. Pay attention to subtle nonverbal cues for closure: a glance at a watch, the repetition of a flat "uh-huh," a look over your shoulder towards the door, and so on.

Remember the three "R's" to the final stage of the informational interview:

Wrap-Up —> Referrals —> Resume

1. Wrap-Up

If your contact is relaxed, seems to "lean" into the conversation, begins telling his or her own career stories, and genuinely appears to enjoy talking with you, then go with the



flow. Sometimes interviewers are so flattered by the request for their advice, or become so interested in the process of an informational marketing meeting, that they will extend the time even up to an hour. But when you sense that your time is up, immediately wrap things up:

Well . . . you've answered all my questions . . . thank you very much for your time (patience, insights, courtesy, etc.) . . . I deeply appreciate your kindness and I would like to get back to you if something comes up in the future . . .

2. Referrals

After you have established your own credibility and thanked your contact for taking the time to meet with you, say something like this:

Can you think of anyone else I might talk to?

In addition, if your meeting has gone well, your contact should give you the names of a few associates and friends who might assist you in your career search. You might also say,

Would you mind if I used your name?

You will find that the name of a referral in your letter and in your meeting-scheduling call is a great door opener. Friends of friends will readily see you.

3. Resume

Because there is little danger now of a mixed-message, offer your resume as you leave:

By the way, in case some other referrals come to mind, my resume has my phone number and e-mail address.

Final Note

Send your contact an e-mail or drop them a brief line thanking them for their time and the advice you received from their meeting. And after you move on to your new direction, set some time aside, now and then, to help others along the way. You've benefited from the kindness of others; it's only right to return the favor.

Finding, Creating, & Negotiating a New Job in Tough Times

Readings Prof. Seth Freeman

- Information Interviewing
- Developing a Creative Job Proposal
- Reading the Front Page Like a Want Ad
- Why Negotiating Principles Matter in the New Economy
- Bibliography

Information Interview: A Strategy for Finding a Really Good Job

by Prof. Seth Freeman

What Is Information Interviewing?

It's a powerful way to find hidden work opportunities that really match your calling. You can do it in addition to other job-hunting strategies. It takes patience and persistence, but it can pay off well in the long run.

In A Nutshell, How Does it Work?

You seek information about a field, not a job in it, by meeting and talking for about 15 minutes with different people in and around the field. As you have these conversations, you begin to learn (1) what the field is really about; (2) whether you'd enjoy working in it; (3) hidden paths into it; (4) special niches that suit you well; and (5) people who may be helpful or interested. Then you use this information to contact and show the right person that (s)he needs you.

Why Is it Effective?

By some estimates, at least half and perhaps three quarters of all jobs available on a given day are *not* advertised. Most jobs are placed through connections, which you naturally create as you do information interviewing. Many other jobs actually come into existence because an enterprising job seeker develops a creative job proposal that really fits the needs of an employer. Information Interviewing allows you to learn what those interests are and who has them. It's a kind of Factual Research. (As students who take negotiation training know, research can help you spot interests and options that can help everyone.)

How Long Does it Take?

It can take a while. Unlike traditional on-campus interviewing, there is no clear path in information interviewing- no three-step process that culminates in an offer letter or a ding letter within six weeks. It can take months, and many hours of work that can often seem fruitless. While traditional recruiting is a mechanical process like a sorting machine, Information Interviewing as an organic process, like raising vegetables. Because it's organic, it can sometimes take longer and go in curving paths. It can also produce something much more tailored and suitable to you. Each interview can take about 10-20 minutes. You may find you'll do 10-100 interviews in the course of your search, and you may make several dozen more calls where you get no answer or a busy signal.

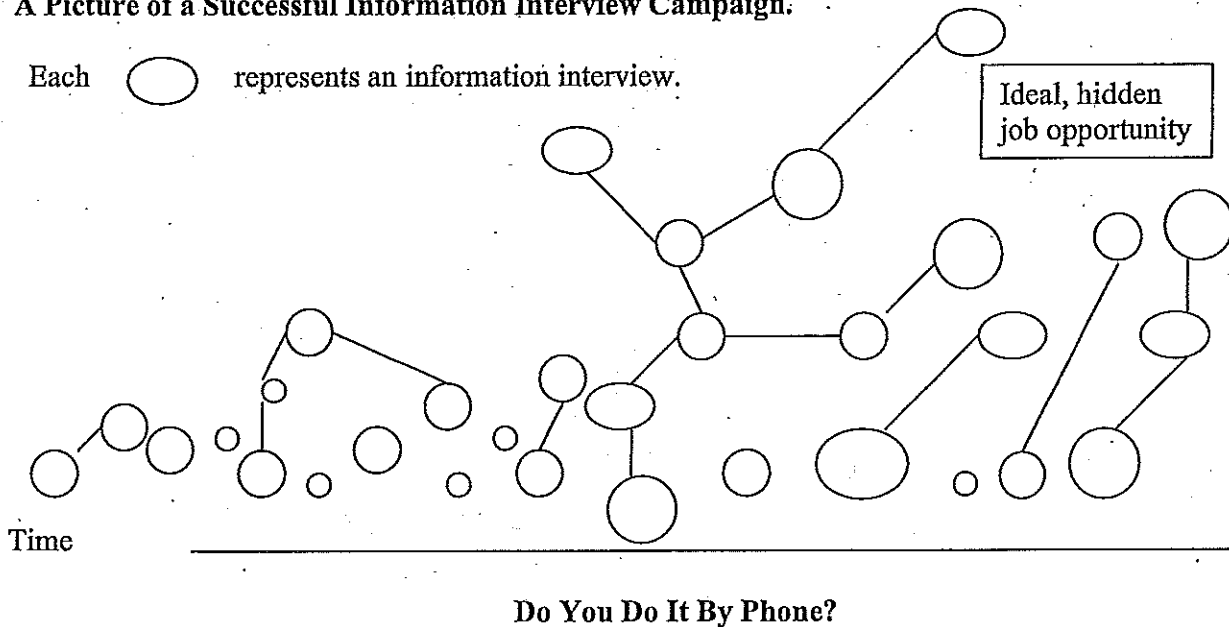
Does It Work in a Bad Hiring Market?

No guarantees, but it may work better, because it can help you spot hidden, unexplored areas and 'exceptions to the rule.'

"I've Already Tried It, and It Didn't Work. Is There Anything Left to Say?"

Maybe not. Still, perhaps there are techniques you can draw from this article that can help you refine your approach. I can vouch for it myself; I love my work as a Professor, and it came about through my work using information interviewing techniques.

A Picture of a Successful Information Interview Campaign:



Face-to-face conversations are usually the richest and the most time consuming; phone calls are often very good and more time-efficient. Email and letter are probably a distant third choice.

How Do You Do It?

1. Understand the Goal is to Get Information, Not a Job

Paradoxically, your success depends on *not* trying to get a job. Each conversation you have should really be about learning things, and *not* about secretly trying to get the other person to offer you a job. You already know that knowledge is power. So the goal here is to gain power by really learning.

Many people mistakenly think that 'information interviewing' means 'asking for a job'- including some people you may contact. For this reason, you may want to try using another term to avoid confusion, like a 'background conversation,' or an 'advice session.'

2. Pick A Specific Field You're Interested In Learning More About

Start by picking a specific field you think you are particularly interested in, or might be. If you know exactly what you want, you can skip to step 3. If you're not sure, or if you've already tried the normal routes, or if you feel like saying, "I'll consider anything in finance," try picking one or two special areas that get you excited. Try exploring beyond the obvious, perhaps combining a field you like- say, finance- with an interest you like- like, say, sports. (We'll use that sub-field as an example below.) Or you can combine the field you like with a region you're interested in- say, Texas, or Spain. If you have a very specialized sub-field you're interested in, that's fine too.

3. Make a List of Everyone You Know (or Might Be Willing to Contact) Who Might Know Something or Someone in the Field

Start with your family and friends, and keep going. List neighbors, family friends, people you meet at parties, Professors, school administrators, people who write articles and books on the subject, people mentioned in business school cases and Wall Street Journal articles, even famous people in the field. Try for at least 30 names; see if you can generate 100. Put a few people on the list who would be helpful but who it would take some courage to call. A key to your success is your willingness to create this list and not quit until you get 30-100 names on it. You *don't* have to call every name. But the more names you come up with, the better your odds. Keep adding to it - it can only help you.

4. Read articles about the field so you know you're conversant about it.

The people you talk to will give you much more helpful information if you already know the basics about the field. Don't waste time asking them things you could easily learn from books or magazines; save your precious conversation time for more precious information. Like what? Stay tuned.

5. Buy Spiral Notebooks- or Keep a Laptop Handy

You'll want to record the details of every conversation in these notebooks or in your laptop. Eventually, they will become a sort of highly-specialized job search guide book- one that's written for you and you alone right now. You'll find you'll be referring to it regularly.

Take notes of every call you make, noting the time, name, phone number, upshot, and any information you get in response to your questions (see below.) As you practice, you'll find you'll develop your own notations to do this faster. (For example, "LMIWCB" might stand for "Left message. I Will Call Back.")

6. Start by Calling the Person On Your List Who You're Most Comfortable Contacting

Let's say it's your Father's friend Bob, who did some accounting work for some minor league baseball clubs a few years ago. Call him first because you're comfortable with him, so you can get used to the process. Never ask the other person to call back. Instead, either don't leave a message, or leave your name and number and say that you will call back later. (If you like, you can invite him to call you too, but don't just leave the ball in his court- he may never call.) By the way, you may find that Professors are good people to contact first.

7. Be Ready In Case the Interviewee Starts to Turn the Conversation into a Job Interview. While you really are just seeking information, here's one qualifying note: in each call you make, it's possible the person you call may be thinking to himself, "hmm, maybe I can use this person," or "maybe I know someone who can use this person." So be on good behavior, and listen for cues that suggest the interview might be turning into a conversation about a job.

8. What to Say in the First Few Moments

+*[To someone you don't know personally:]* "I'm calling [at the suggestion of -----] [because I learned about your work from -----]. Is this a good time?"

+*[To someone you do know personally:]* "Hi, ---. It's me. Is this a good time?"

+ "At your convenience, for about 15 minutes, I'd like to talk with you to help me learn more about my interest in [sports finance]. Is there a time that would be convenient for you?"

+(If necessary:) "I'm not calling about a job; I'm really just interested in learning from you.]"

Usually the person is flattered and willing to talk, often right then and there, sometimes at another time. Be sure you know what your schedule is so you can set up an appointment. If the person says 'no,' don't be concerned- just thank him for his time and go to the next person on your list. You must expect some 'no's' in this process; they happen to us all. As long as you are polite and considerate, there is nothing wrong in asking; if someone makes you feel otherwise, simply sign off, and go on, knowing you're simply making reasonable requests.

9. Use Open-ended, 'Dumb' Questions to Learn A Lot

Ask open-ended, dumb questions to help you learn a lot about the field. Some examples:

Questions if you're trying to identify a field you'd like to work in:

+ "What do you like about the field?"

+ "Dislike?"

+ "What do you do in a given day?"

+ "Can you tell me about the people who work in this field? How did they get into it?"

+ "Here's my background. What areas of the field might I be particularly suited for?"

+(always a good follow up question:) "Tell me more, please."

Questions if you know the field you'd like to work in:

+ "Tell me about how the field looks to you these days. What trends are you seeing?"

+ "Here's my background. What areas of the field might I be particularly suited for?"

+ "I understand almost everyone in the field gets into it by going through the XYZ route. Are there any exceptions to the rule? Do you know anyone who got into it another way?"

+ "Are there related fields that are easier to break into?"

+ "What areas of the field are growing? Will grow?"

+ "What special needs, problems do firms in the field face right now?"

+(always a good follow up question:) "Tell me more, please."

10. As you learn more, ask more focused follow-up questions. Self-explanatory.

11. Honor Your 15 minute limit.

Be sure to watch the clock so you don't abuse the other person's generosity. When 15 minutes have passed, either conclude the call (see below) or at least give the other person the chance to conclude it. You might say, "I'm really getting a lot from our conversation. I'd love to talk more, but I also want to honor my promise to keep this to 15 minutes." If he says, "no problem, let's keep talking," go for it; if not, respect his limits.

12. Concluding Questions.

Here are three questions you must ask before you sign off.

+(If the other person has not suggested that you speak with anyone else.) "Who would you suggest I speak with to learn more about my interest in the field?"

+"May I call you again as I learn more?"

+"I want to make sure I get the exact spelling of your name and your title and address." You may want to speak with his secretary to get this information. It's essential because you must send a thank you note within 48 hours.

13. Review Your Notes.

Among other things, be sure to highlight any particularly juicy information such as leads and contacts.

14. Write and Mail a Thank You Note within 48 hours.

If you get it out quickly, you can usually convey your sincere thanks in a line or two. Thank you notes create an unrivaled tone of professionalism and good feeling. George Bush (senior) may well have eased his path to White House by getting into the habit of writing personal notes to almost everyone he met along the way. (Handwritten notes are much more meaningful to people in an age of email. Can't do that quickly? Consider Hallmark e-cards.)

15. An Unwritten Rule- If You Use Information Interviews, Be Willing to Give Them Too

If you do use information interviews, be willing to grant them when some eager, aspiring job seeker calls you some day and asks for 15 minutes of your time.

16. Next Steps and 'Dead Ends'

If the interview produced a prized referral, call the referral and do an information interview with her. If not, go back to your list and call the next person. If the list seems cold, add to it. If you are discovering a dead end, check your notes carefully and see if anyone has recommended an 'alternate path' and pursue it in the same fashion. Keep plugging! Often you find a closed door and discover an open window leading to a related field that may be better for you. Look for it.

17. But When Do You Shift From 'Information Interview' to Job Seeking' ?

When your research reveals a contact with a firm that might have a need you'd fit well, you can either call that contact directly or, better, ask someone in an information interview:

+"You mentioned that XYZ may need someone like me to do financial analysis of stadium construction. I'm very interested in that possibility. Is there someone there you'd suggest I speak with about that?"

+"Do you know someone who knows someone there?"

+"What approach might you suggest if I wanted to see if XYZ can use me?"

If you get a referral, you then contact the contact at XYZ, saying "----- suggested that I speak with you about your needs for stadium finance analysis. I'm very interested in that sort of work, and think I can really help your firm." (Notice that from the start of the conversation you're focusing on her needs, and your enthusiastic interest in helping her satisfy that need.)

If you don't get a referral, you at least know now that there may be a hidden opportunity at XYZ, and you need to look for ways to reach XYZ. (More on that below.)*

18. Getting In To Speak with A Prospective Employer with 'Reverse-Engineering'

*Here, you start out knowing where you'd like to work. Perhaps you've identified it from information interviews you've had with other people, or perhaps you just know this is the place for you. Regardless, you do some homework to learn about the organization and the people who work there. You then try to find someone (an 'angel') who knows a contact who works there, and talk with your angel about getting a referral to speak with that person. When you call your contact, tell him who referred you. Don't say you're merely seeking information, since you're now actually seeking a job. As long as you are truthful and clear, you can usually talk with your contact about your wish to work for the firm. Talk about his needs and your enthusiasm, as I noted in 17 above.

19. Is it OK If the Informational Interview Becomes a Job Interview?

It sometimes happens that someone who you are interviewing for information begins to show clear interest in interviewing *you* for a possible job. It's OK to be ready for that. If the person really does show signs of interest, cheerfully share any appropriate information about yourself. If the conversation does evolve into a job interview, fine. The key point: while it's fine to be ready for this shift, you can't be effective as an informational interviewer if you go into a conversation with a job interview as your hidden agenda, since usually it will backfire. Be ready for a job interview with someone you call, but don't seek it.

20. Concluding thoughts- my own any experience with this informational interviewing process

One of the main reasons I have such a happy and satisfying work life is because I used this very process to develop my own career. It took a while, but I found that it allowed me to organically discover work that fit me very well. Alas, that's not a guarantee that you will have the same experience. But it does mean that the process is worth a real shot, even as you use other approaches too.

Where Can You Get More Information About the Process?

Check out What Color is Your Parachute? (This year's edition) by Bolles. You might also look for the now out-of-print The New Guerilla Tactics in the Job Market by Jackson. You can also talk to me. I'm Prof. Seth Freeman and you can reach me at sf14@nyu.edu. You can also find related information about Finding, Creating and Negotiating a New Job in Tough Times at professorfreeman.com.* * *

Reading the News Like a Want Ad-
A Possible Way to Create Paying Work When 'No One is Hiring'
By Prof. Seth Freeman*

I have a hunch that may help you discover hidden opportunities for excellent paying work. While I haven't proven it yet, I've successfully used it myself, and there are other good reasons to think it can reveal hope when most see scarcity. Call it a promising possibility. I call it, 'Reading the News Like a Want Ad.'

Here's the idea. As you read a newspaper, magazine, or blog, keep this question in mind: 'How could I use this news to help an organization I want to serve?' Or to put it another way, 'whose problem is this article reporting, and how can I solve it?' Or, 'what hidden opportunity lies behind this problem?'

A Simple Example- Empty Container Ships

For example: imagine you've been having trouble finding a job in an import/export firm. 'No one is hiring,' they tell you. You've sent out 200 resumes and gotten no nibbles. One day, as you read the business news, you see this headline: "Shippers Struggle to Fill Containers Returning to China: Empty Ships Face Losses as U.S. Exports Fade." That gives you an idea. You brainstorm, do some research, test your idea with a friendly expert or two, and refine it. Then, using contacts and connections, you wrangle a ten-minute conversation with an executive at a smaller import/export firm. You say: "Did you know that container shippers are struggling to find goods to ship from the US to China? Did you know that 90% of all consumer products come in cardboard boxes? Did you know the Chinese are desperate for cardboard, since they have few forests? Did you know that I have a background in logistics and Asian business? I've developed and researched a proposal that can turn these facts into a large new market for a firm like yours. Would you be interested in talking about it?"

Your interviewer would have been wise to have said yes: a woman named Zhang Yin, who discovered these facts a few years ago, became the richest woman in China importing cardboard from the US.

Am I suggesting that you start a business? No. I'm suggesting a way to find paying work. The idea is to bring a promising, well-considered solution to the attention of a place you'd like to work for, and use it as a way to open a conversation about how you can help them immediately.

The Many Reasons It Can Help

How can reading the news like a want ad help you find paying work? Let me count the ways.

First, it lets you demonstrate qualities employers prize: initiative, creativity, and a laser-like

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focus on their needs. Second, it lets you show them that hiring you can pay for itself, because you come with a valuable idea. Third, it lets you powerfully showcase your skills, passion, and expertise. Fourth, it lets you lower their risk of hiring you; you're showing them up front what you can do for them.

Fifth, it lets you reduce the competition from dozens to none. Since neither the firm nor other job-seekers have spotted your solution, the firm hasn't advertised for someone to carry it out. A related point: it lets you distinguish yourself from the pack because you bring a novel, valuable idea. Sixth, it can do what a resumé is supposed to do, but often fails to: arouse interest.

Seventh, it lets you create and profit from a valuable opportunity without being an 'entrepreneur'. Don't have any money to invest? Don't know how to set up an organization? No problem- the firm you're contacting already has money and organization. They need your help solving serious problems- or seizing opportunities- soon. Eighth, you can apply the strategy to almost any field or institution you're interested in. Ninth, if it doesn't work with one firm, you can take their criticisms, revise the idea, and offer it to another. Tenth, it can work in a formal interview- you can mention your idea there to showcase your special strengths.

Still More Reasons It Can Help

Eleventh, you can use the approach in addition to other, more traditional search strategies. It can enhance them, because it gets you thinking about the industry's needs and learning new ways to serve them. Even if you don't pitch an idea, the regular exercise of reading the news like a want ad can sharpen your thinking, and your readiness for a traditional interview.

Twelfth, and perhaps most importantly, it can work even if they don't want to hire you for a full-time job immediately. That's because you don't want a job- you want paying work. So, you can suggest any of several initial relationships- a paid consultancy, a part-time job, or a 90-day tryout, to name just a few possibilities.

Idea Theft? Good

But won't they steal your idea? Yes, hopefully. You want them to say, 'this idea is so good that we'll try it.' True, they may shunt you aside. More likely they'll associate you with things they badly need- the ability to solve problems and find valuable ideas. If you're helping them save money, make money, or overcome challenges, they'd be fools to let you slip away. That said, you may need to include some self-protections: "Here's the gist of the idea- enough to show it can work, but not enough to fully realize it. Work with me and I'll give you more details...."

What to Give to Whom

How detailed should your proposal be? Strike a middle path: don't bring half-baked, obvious, ill-considered ideas, and don't bring a highly complex business plan that assumes a great deal about the firm. Bring a well-considered but still-malleable idea with solid evidence to show its promise, and specific reasons why it can serve the firm's needs well soon. Then invite a conversation to explore the idea...and your abilities.

Who should you target, and what kind of news should you focus on? Your best prospects may not be big, inflexible firms and grim economy-wide news. Instead, focus more on smaller organizations and field-specific news- news that's more likely to inspire your creative insights. But look farther afield too- news in one industry (e.g., sheepherding) may suggest good opportunities in yours (e.g., knitwear).

How should you contact them? Here's one way: through networking and referrals, call a contact and say something like this, "Hello Ms. Johnson, I'm calling at the suggestion of our mutual friend Gordon Wu. At your convenience for ten minutes or so I'd like to talk with you about a way I might be able to help the firm create a considerable new export market using an idea I've developed that Gordon thinks has real merit...." This approach builds on the tried and true power of networking. Alternatively, consider sending an email or letter, preferably with a personal referral, to a well-identified contact there.

Borrowing Another's Idea

What if you can't think of a good idea yourself? Use someone else's. Read the news with this question in mind: "what valuable new solution has someone developed at one firm that I could help another firm use?"

For example, imagine you read that one obscure import/export firm has recently opened a new market shipping cardboard to China- a first for the industry. With research and networking, you go to a competitor and pitch the same idea, showing how you can help them do the same thing. While you're not showing them you can create a new opportunity, you may be giving them something even better- a demonstrably hot prospect. True, your contact may well know about the prospect, but maybe they don't. Regardless, you may be able to use the news as an opening. The more you learn about the first firm's success- who did it, how, and what new hires the idea required- the more strongly you can make the case.

Reasons for Optimism

Why do I have a hunch that reading the news like a want ad can work? First, because I've used a similar method to create my career. Repeatedly I've gone to employers- graduate schools in my case- and said, 'did you know the X subject is hot? That peer schools are getting excellent enrollments with it? That you don't offer it? That I can teach it?' More importantly, decades of teaching negotiation around the world have shown me how well students can do when they focus on interests and find creative ways to satisfy them. Reading the news like a want ad is a way to discover hidden interests employers have and then develop creative ways to meet them.

The World's Ever Growing Need for Help Solving Problems

Since my suggestion is an unproven hunch, I offer it as an experiment worth trying, especially if you feel discouraged with traditional search methods. I invite your constructive feedback. I suggest it tentatively, but with good reason for hope. As old industries fade, economies sputter, and the world struggles to prosper again, it's critical to look for opportunity beyond well-trod paths. Every organization is struggling with news-driven problems. Reading the news like a want ad can reveal hidden answers, letting you serve someone well- and profitably- from the very first hour.

Why Negotiation Principles Will be More Important to You in the New Economy

By Prof. Seth Freeman

There's a new economy taking shape. In an October 20, 2009 New York Times column entitled, "The New Untouchables," Tom Friedman tells this story to make a key point about it:

"A Washington lawyer friend recently told me about layoffs at his firm. I asked him who was getting axed. He said it was interesting: lawyers who were used to just showing up and having work handed to them were the first to go because with the bursting of the credit bubble, that flow of work just isn't there. But those who have the ability to imagine new services, new opportunities and new ways to recruit work were being retained. They are the new untouchables.

"... Those who are waiting for this recession to end so someone can again hand them work could have a long wait. Those with the imagination to make themselves untouchables — to invent smarter ways to do old jobs, energy's saving ways to provide new services, new ways to attract old customers or new ways to combine existing technologies — will thrive....

"Just being an average accountant, lawyer, contractor or assembly-line worker is not the ticket it used to be. As Daniel Pink, the author of 'A Whole New Mind,' puts it: In a world in which more and more average work can be done by a computer, robot or talented foreigner faster, cheaper 'and just as well,' vanilla doesn't cut it anymore. It's all about what chocolate sauce, whipped cream and cherry you can put on top. So our schools have a doubly hard task now — not just improving reading, writing and arithmetic but entrepreneurship, innovation and creativity."

Meanwhile, A troubling piece in this week's BusinessWeek, "The Disposable Worker" reports that "pay is falling, benefits are vanishing, and no one's job is secure. ...[C]ompanies are making the era of the temp more then temporary."

That means that, increasingly, firms are profiting by shifting risk onto you. As your professor, I want better for you than what BusinessWeek describes. And I want you to fare well in the world Tom Friedman writes about. So here, I want to offer some encouragement: Negotiation principles will be more important to you in this brave new world, not less. Four reasons:

1. *If you are to negotiate fair terms*, you'll need to be that much better prepared and aware of what the ranges are now, and what's possible. You may not do as well as you might have five years ago, but it's still reasonable to seek a favorable and realistic agreement. (To do that in this market, you may feel more comfortable using objective criteria (OC) opening offer strategy than midpoint strategy, because OC strategy is so grounded in fact and doesn't risk seeming too aggressive.)
2. *If you are to negotiate effectively in a world where employers have more and more power*, you'll need to be well prepared to negotiate creatively too. That means understanding interests and creative options better than before, among other things. Maybe they won't budge as much on salary, but they may be willing to give you a premier rotation.
3. *Since many jobs may be increasingly temporary*, it will be wise to negotiate for a different set of options, such as things that will make you more marketable in future assignments with future employers.
4. *Most importantly, if you face a world like Tom Friedman, you'll need to know how to create wealth*. If you are a negotiator-in training, you're learning how to do just that, in part by focusing on interests and brainstorming options to find promising ideas you can use to make your employer wealthier. That's a skill you can model in the salary talks too. It's also a skill that can help you develop new sources of income and new marketable ideas yourself and for other employers, which strengthens your BATNA and your long run prospects.

Be of good cheer. I do believe in the idea of abundance, and believe that you can develop your ability to see it, create it, and claim a just portion of it, even- perhaps especially- now. I want a bright future for you; here's to your good success finding it.

Appendix- Developing A Creative Job Proposal that Really Fits the Needs of an Employer

Here's a related way you can create a job opportunity. As trained students of negotiation know, one of the best ways you can create opportunity is to focus on interests. That means learning about the needs of the other person as well as your own, learning as much as you can about the situation, and then developing creative options that suit you both. You can do the same thing in a job search. To do it, think about the things you love to do, the subject matter you love, the special abilities you'd like to use, and the geographic places you'd like to use them. Then, during your information interviewing, pay particular attention to the special needs of employers in the field you're interested in. As you learn things, see if you can develop some not-so-obvious jobs or projects you could do that could help someone you'd like to work for. For example, in the course of your information about stadium finance, you might hear that several sports organizations increasingly have problems coping with the hundreds of complex licensing agreements different vendors ask them to sign each year. Imagine you learn that many old-time front office managements know little about the complexities of cross-marketing or the financial aspects of various offers, and generally have a hard time dealing with complex offers from outside companies. This suggests a not-so-obvious job or project-- sports licensing manager. Now do some brainstorming and research to develop the idea. Find out if anyone does work like this somewhere in the industry. If so, his work may strengthen your case that (1) this unusual work is valuable and (2) other firms pay to have someone do it. If not, you may have discovered a hidden opportunity that could give a wise employer an advantage over other firms. Test your best idea with further information interviewing to find out what people think of it, and use their insights to refine (and expand) the idea. With this groundwork, you can develop one or more proposal(s) you can pitch to someone in authority at the firm you'd like to work at. In this way, you can actually create a job (or a project or a service or even a business)-for yourself that your future employer (or client) didn't even realize it needed, but really does need.

This strategy is so flexible that it can work in many different walks of life. Again, the basic idea is simple: research and information interview to find hidden interests that organizations have that you can satisfy, develop a proposal, and then show the organization(s) their need and your ability to satisfy it. Here are two examples to illustrate.

A certain adjunct professor wanted to find a new course he could pitch to different schools. He spoke with friends and colleagues and read the bulletins of different peer schools, looking for (1) courses that had been successfully offered at the peer schools and that (2) he wanted to teach. Then he reviewed the bulletins of the schools he wanted to teach at to see if they offered these courses. If they didn't, he could now show that "(1) there is a popular, successful course which (2) your peer institutions offer, which (3) you don't offer and (4) which I can teach for you." (If they did offer such a course, he could find out if they needed additional teachers for those subjects.) If he didn't know anyone in a given school, he used information interviewing to find a contact there. This approach allowed the professor to win several assignments to teach courses- often courses that were new to the schools- and that he and the schools were very happy with.

A group of business people wanted to raise corporate donations for an international micro-lending charity. They went to the Foundation Library on 23rd street in New York City. There, they did research to learn which of the thousands of corporations (1) had philanthropic programs, (2) favored giving to causes that helped the poor in developing countries, (3) had an international business, (4) were based in New York, and (5) preferable, well-understood lending. This generated a list of twenty corporations. They then did information interviewing with their board to see if any board members or donors had ties to these firms. This reduced the list to eight firms. They then picked the most promising of these firms, prepared a presentation, and used their connections to win an appointment to see the vice president of giving. In the presentation, they showed how the charity suited the firm's giving goals and mission- things they knew well from their research and information interviewing. Before they were halfway through the presentation, the VP said, "we're sold. How about if we gave \$20,000 to start this year?"

For more information on ways to create your own job, check out What Color Is Your Parachute? * * *

Recommended Website Articles and Books on Negotiation Prof. Seth Freeman

LeighThompson.com

Negotiating a Job Offer

http://www.leighthompson.com/books/MindandHeart_2e/appendix_4.htm

+Excellent detailed on-line article on salary negotiation. (It's an appendix to her book, Mind and Heart of a Negotiator).

+Develops a number of the ideas we looked at tonight, and adds to it.

Better Negotiating

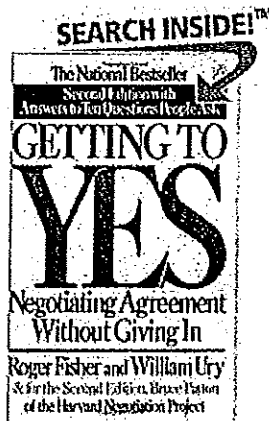
with Professor Seth Freeman, J.D.

"How Can I Safely Practice My Negotiating Skills in Real Life?" Build Your Skills With The Hotel Booking Exercise

http://www.professorfreeman.com/school/articles_detail.php?a=42

+Gives you a safe place to practice ideas from tonight's talk

+One of several useful articles on negotiation you can find on the website.



+Classic in the field

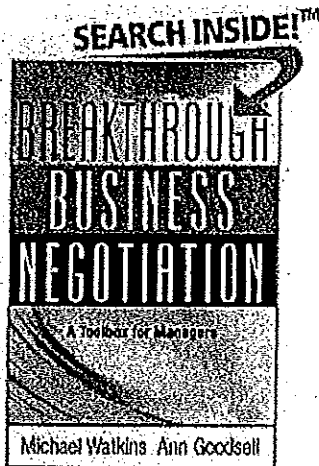
+Excellent, clear, simply discussion of interest-based bargaining

-Doesn't cover distributive bargaining well (see Manger as Negotiator)



+Very good overview of negotiating with different cultures

-Written first for American business people, though most principles apply to other readers too.



+Excellent discussion of advanced negotiating principles.

+Can you negotiate with Wal-Mart? See chapter 3.

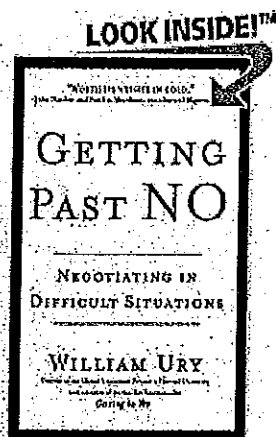


+Good discussion of distributive bargaining.

+Good basic review of most of the main concepts of negotiation (e.g., Interests, alternatives, options).

-Written in a slightly lofty style.

-Last half is a noble failure- an attempt to explain organizational negotiations. Too complicated.



+Follow-up to Getting to Yes covering related ways to negotiate with difficult people

+Good emphasis on listening techniques, question asking skills, and creative ways to shift positional attitudes to collaborative attitude.

+Good interview in back with head of NYPD Hostage negotiator

-May duplicate some of Getting to Yes


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.02

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- 1L: Chasing Paper
- 2L: Chasing Jobs
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How to Make a Lasting Impression in the Classroom: School Ties

An apple-free guide to networking with professors

There's a scene in *The Paper Chase*, the 1973 movie based on the John Jay Osborn, Jr., novel, in which James Hart, the Harvard law student played by Timothy Bottoms, finally loses his cool to John Houseman's tyrannical Professor Kingsfield. "You are a son of a bitch, Kingsfield," Hart says, and turns to leave the classroom. "Mr. Hart, that is the most intelligent thing you've said all day," Kingsfield replies dryly. "You may take your seat." It worked in the movie, but hurling insults is a risky way to ingratiate yourself to a professor--particularly if you plan to tap his or her considerable list of contacts during your job search. After all, most professors have a trove of connections, but they won't give them out to just any student on their seating chart. How does an ambitious student get noticed? Not by shouting profanity in the middle of class, but not by sucking up, either. As a professor at a top law school and a partner at a law firm, I offer these tips on how to get into a professor's Rolodex--without having to leave fresh produce on his desk.

1 WORK, WORK, WORK A renowned professor I know once sought out the student who scored the highest grade on his Con Law exam, and, assuming the student was both intelligent and diligent, offered him a teaching assistantship. My friend was right: The student's performance on the exam did, in fact, result from a strong work ethic. (The assistant eventually became one of Bill Clinton's top advisors.) The point is that every good professor--whether or not he happens to know the current occupant of the White House--admires old-fashioned hard work.

2 RAISE YOUR HAND Professors hate the deathly silence that often accompanies the Socratic method. We don't want to call on students, but they often leave us no choice. Participating voluntarily is one of the surest ways to get a professor to notice you. But don't fling up your hand more than twice each class--professors abhor gunners as much as you do.

3 COME ON DOWN Come on down Hey, you, in the nosebleed section: Come forward and let me see your face. It may seem



ReedSmith



SAMPLE TOAST
To our speaker -- may he
rise to the occasion and
sit down soon thereafter!



obvious, but you'd be surprised by how many students don't realize that the first step toward getting a good recommendation is pairing an inquisitive face with a meaningless name.

4 UBIQUITY PAYS Interested in media law? The professor who teaches the First Amendment seminar knows a few people in the business. Take his class. Attend his panel presentation. Volunteer for his workshop. Generally make yourself omnipresent. There's no better way to demonstrate your passion, and pretty soon he'll get the picture. Either that, or he'll get a restraining order.


5 JOIN THE CLUB Intellectual Property Law Organization. Asian Law Students Association. All of these groups have one thing in common: a faculty advisor. Spending time with a professor outside class affords you the opportunity to showcase your intelligence in a smaller setting. Case in point: The editor-in-chief of our law review, which I supervise, just landed a clerkship with a federal judge. When the judge called her with the offer, he specifically mentioned my letter of recommendation. Now, I don't want to brag, but . . .


6 YOU'VE GOT MAIL Professors have e-mail addresses (and some even know how to use them), most of which are easily located on the school's Web site. Sending an article or a link that pertains to a recent class discussion is a savvy way to get a faculty member's attention. Just limit your missive to 200 words. We have to read a lot as it is.


7 EXTRA CREDIT Professors spend a lot of time and effort coming up with recommended reading lists, suggested authors, and "areas of further inquiry." We don't do it out of boredom, but because we actually hope you'll investigate. When you do, tell us about it. You'll probably learn something--plus, you'll earn double brownie points that you can cash in later for valuable prizes!

8 HELP WANTED Everyone knows professors need research assistants. What many students don't realize is that we need other kinds of help as well. We don't know the difference between ROM and RAM. Sometimes we have trouble retrieving our messages. And don't even ask about beaming data to a Palm. If you see us fumbling with our handheld, take pity. Show us how to make it stop beeping.

9 SAY HI Day in, day out, reading books, giving lectures--professors get lonely. We keep our doors open for a reason, but students rarely say hello. We typically don't bite unless provoked. Stop in once in a while, and soon your professor will remember your name. Imagine that.

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Taxation Interview Program Employers

STATE	EMPLOYER	OFFICE(S)	YEAR
ALABAMA	Deloitte	Birmingham	~
ARIZONA	Greenberg Traurig	Phoenix	
ARIZONA	Snell & Wilmer	Phoenix	€\$~
CALIFORNIA	Alston & Bird	San Francisco	~
CALIFORNIA	Baker & Hostetler	Costa Mesa	~
CALIFORNIA	Baker & McKenzie	San Francisco; Palo Alto	¥~
CALIFORNIA	Christensen Miller Fink Jacobs Glaser Weil and Shapiro	Los Angeles	
CALIFORNIA	Deloitte Lead Tax Services California	Multiple	¥
CALIFORNIA	Deloitte Tax - Tax Controversy	Multiple	\$
CALIFORNIA	DLA Piper	East Palo Alto	^
CALIFORNIA	Ernst & Young	San Francisco; Los Angeles	¥\$~
CALIFORNIA	Fenwick & West	Mountain View	~
CALIFORNIA	Jones, Walker, Waechter, Poitevent, Carrere & Denegre	Los Angeles	^
CALIFORNIA	Morgan, Lewis & Bockius	San Francisco	\$~
CALIFORNIA	Morrison & Foerster	Palo Alto	
CALIFORNIA	Orrick Herrington & Sutcliffe	San Francisco; Menlo Park	~
CALIFORNIA	PwC	Los Angeles	¥\$
CALIFORNIA	PwC	San Jose	
CALIFORNIA	PWC- Core Tax	San Francisco; San Jose	
CALIFORNIA	PWC- International Tax Service	Los Angeles; San Jose	¥ €
CALIFORNIA	PwC Mergers and Acquisitions	Los Angeles	\$
CALIFORNIA	Skadden Arps Slate Meagher & Flom	Palo Alto	~
CALIFORNIA	Snell & Wilmer	Orange County	€\$
CALIFORNIA	Trucker Huss	San Francisco	¥ € \$
CALIFORNIA	Wilson Sonsini Goodrich & Rosati Professional Corporation	Palo Alto	^~
COLORADO	Holme Roberts & Owen	Denver	
COLORADO	Kutak Rock	Denver	
COLORADO	Rothgerber Johnson & Lyons	Denver	
COLORADO	Sherman & Howard	Denver	~
CONNECTICUT	Deloitte Tax - Business Tax Services	Multiple	€
CONNECTICUT	Deloitte Tax - International Tax	Multiple	€
CONNECTICUT	Deloitte Tax - Multi-State	Multiple	€
CONNECTICUT	Finn Dixon & Herling	Stamford	
CONNECTICUT	Michael A. Neufeld & Assoc.	Milford	€
CONNECTICUT	Shipman & Goodwin	Hartford	\$
CONNECTICUT	Withers Bergman	New Haven	
DC	Alston & Bird	Washington DC	
DC	Arnold & Porter	Washington DC	¥\$~
DC	Baker & Hostetler	Washington DC	¥ €~
DC	Baker & McKenzie	Washington DC	^ ¥ €\$~
DC	Baker Botts	Washington DC	~
DC	Berkeley Research Group	Washington DC	\$
DC	Bingham McCutchen	Washington DC	¥
DC	Burt Staples & Maner	Washington DC	
DC	Cadwalader Wickersham & Taft	Washington DC	
DC	Caplin & Drysdale	Washington DC	\$

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\$ 2013 Participant ~2014 Participant

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DC	Covington & Burling	Washington DC	^ ¥ € \$~
DC	Davis & Harmen	Washington DC	¥
DC	Dechert	Washington DC	^
DC	Deloitte - International Tax	Washington DC	¥
DC	Deloitte - Multistate Tax Services	Washington DC	¥
DC	Deloitte - National Federal Tax Solutions	Washington DC	
DC	Deloitte - Tax Controversy Services	Washington DC	
DC	Deloitte - Washington National Tax	Washington DC	¥ \$~
DC	Dow, Lohnes & Albertson	Washington DC	\$
DC	Ernst & Young	Washington DC	¥ €
DC	Fried Frank Harris Shriver & Jacobson	Washington DC	¥
DC	Groom Law Group	Washington DC	
DC	Holland & Knight	Washington DC	€
DC	IRS Office of Chief Counsel	Washington DC	^
DC	Joint Committee on Taxation	Washington DC	^ ¥
DC	Jones Day	Washington DC	^ ¥ € \$~
DC	King & Spalding	Washington DC	
DC	KPMG	Washington DC	¥
DC	KPMG - ICS	Multiple	€
DC	KPMG - ICS/SALT	Washington DC	€ \$
DC	KPMG - M&A	Washington DC	¥ € \$
DC	KPMG Washington National Tax	Washington DC	^
DC	Latham & Watkins	Washington DC	\$
DC	LeBoeuf Lamb Greene & MacRae	Washington DC	
DC	Mayer Brown	Washington DC	^
DC	McDermott Will & Emery	Washington DC	^ € \$~
DC	McGuireWoods	Washington DC	¥
DC	Miller & Chevalier	Washington DC	€~
DC	Morgan Lewis & Bockius	Washington DC	^ ¥ € \$~
DC	Nixon Peabody	Washington DC	
DC	Pension Benefit Guaranty Corporation	Washington DC	¥
DC	Pillsbury Winthrop Shaw Pittman	Washington DC	
DC	PwC	Washington DC	
DC	PwC- Federal Tax Services	Washington DC	^ ¥
DC	PwC- International Tax Service	Washington DC	^ ¥ € \$~
DC	PwC- M&A	Washington DC	^ ¥ € \$~
DC	Reed Smith	Washington DC	¥
DC	Roberts & Holland	Washington DC	
DC	Ropes & Gray	Washington DC	
DC	Shearman & Sterling	Washington DC	^ ¥ € \$~
DC	Skadden Arps Slate Meagher & Flom	Washington DC	^ ¥ € \$~
DC	Steptoe & Johnson	Washington DC	¥
DC	Sutherland Asbill & Brennan	Washington DC	¥
DC	US Department of Justice Tax Division	Washington DC	
DC	Wachovia/Wells Fargo	Multiple	^
DC	White & Case	Washington DC	^ ¥
DC	WilmerHale	Washington DC	€
DC	Wilson Sonsini Goodrich & Rosati Professional Corporation	Washington DC	
FLORIDA	Baker & McKenzie	Miami	~
FLORIDA	Ernst & Young Transaction Tax Advisory Services - TAS	Miami	\$~
FLORIDA	Greenberg Traurig	Miami	
FLORIDA	Hill Ward & Henderson	Tampa	¥~
FLORIDA	Shutts & Bowen	Miami	^

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FLORIDA	The Ferraro Law Firm	Miami	\$
GEORGIA	Deloitte	Atlanta	~
GEORGIA	Ernst & Young Transaction Tax Advisory Services - TAS	Atlanta	\$
GEORGIA	King & Spalding	Atlanta	
ILLINOIS	Baker & McKenzie	Chicago	~
ILLINOIS	Ernst & Young Transaction Advisory Services-TAS	Chicago	~
ILLINOIS	Illinois Department of Revenue, Legal Department	Chicago; Springfield	€\$~
ILLINOIS	Mayer Brown	Chicago	
ILLINOIS	McDermott Will & Emery	Chicago	~
ILLINOIS	Skadden Arps Slate Meagher & Flom	Chicago	€\$
INDIANA	Bose McKinney & Evans	Indianapolis	~
INDIANA	Faegre Baker Daniels	Indianapolis	\$
INTERNATIONAL	Allen & Overy	London	
INTERNATIONAL	Baker & McKenzie	China	~
INTERNATIONAL	Baker & McKenzie	Zurich, Switzerland	~
INTERNATIONAL	Deloitte & Touche	Dusseldorf, Germany	
INTERNATIONAL	KPMG (Canada) - US Corporate Tax	Toronto	\$~
INTERNATIONAL	KPMG ICS (International Corporate Services)	London	\$~
KANSAS	Foulston Siefkin	Wichita	
KENTUCKY	Bingham Greenebaum Doll	Louisville	~
KENTUCKY	Frost Brown Todd	Louisville	\$
KENTUCKY	Greenebaum Doll & McDonald	Covington; Lexington; Louisville	
LOUISIANA	Jones Walker Waechter Poitevent Carrere & Denegre	Baton Rouge; New Orleans	^ ¥ €\$~
LOUISIANA	Stone Pigman Walther Wittmann	New Orleans	
MARYLAND	Discovery Communications	Silver Spring	\$
MARYLAND	Fried & Rosefelt	Bethesda	
MARYLAND	Ober Kaler Grimes & Shriver	Baltimore	
MARYLAND	Pasternak & Fidis	Bethesda	
MARYLAND	Saul Ewing	Baltimore	
MARYLAND	Selzer Gurvitch Rabin Wertheimer Polott & Obecny	Bethesda	\$
MASSACHUSETTS	Dechert	Boston	^ \$
MASSACHUSETTS	PwC International Tax Service	Boston	\$
MASSACHUSETTS	Ropes & Gray	Boston	
MASSACHUSETTS	Sullivan & Worcester	Boston	
MASSACHUSETTS	Wilmer Cutler Pickering Hale and Dorr	Boston	
MINNESOTA	Faegre Baker Daniels	Minneapolis	\$
MINNESOTA	Fredrikson & Byron	Minneapolis	~
MINNESOTA	Leonard Street & Deinard	Minneapolis	
MISSOURI	Bryan Cave	St. Louis	~
NATIONWIDE	Ballard Spahr	Nationwide	\$
NATIONWIDE	BDO USA	Nationwide	~
NATIONWIDE	Deloitte - M&A	Nationwide	¥ \$~
NATIONWIDE	Ernst & Young National M&A Tax Services	Nationwide	~
NATIONWIDE	Grant Thornton - Multiple Practice Areas	Nationwide	\$
NATIONWIDE	KPMG	Nationwide	\$~
NATIONWIDE	Latham & Watkins	Nationwide	~

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NATIONWIDE	McGladrey	Nationwide	~
NATIONWIDE	PwC	Nationwide	~
NEW JERSEY	E. Martin Davidoff & Associates	Dayton	~
NEW JERSEY	Pfizer	Madison	€
NEW JERSEY	Prudential Financial	Newark	\$
NEW YORK	Alston & Bird	New York	~
NEW YORK	Alvarez and Marsal	New York	
NEW YORK	Baker & McKenzie	New York	^ ¥ €\$~
NEW YORK	Cadwalader Wickersham & Taft	New York	
NEW YORK	Cahill Gordon & Reindel	New York	¥
NEW YORK	Cravath Swaine & Moore	New York	¥ €\$~
NEW YORK	Curtis Mallet-Prevost Colt & Mosle	New York	
NEW YORK	Davis Polk & Wardwell	New York	¥ €\$~
NEW YORK	Dechert	New York	^ \$
NEW YORK	Deloitte - M&A	New York	\$
NEW YORK	Deloitte Lead Tax Services NYC	New York	¥~
NEW YORK	Deloitte Tax	New York	^
NEW YORK	Deloitte Tax - Business Tax Services	New York	\$
NEW YORK	Deloitte Tax - International Tax (MULTI-OFFICE)	Multiple	\$
NEW YORK	Ernst & Young	New York	^
NEW YORK	Ernst & Young Diversified Staff Group-DSG	New York	^ ¥
NEW YORK	Ernst & Young Transaction Advisory Services-TAS	New York	¥ \$~
NEW YORK	Fried Frank Harris Shriver & Jacobson	New York	
NEW YORK	Gibson Dunn & Crutcher	New York	¥
NEW YORK	Hogan Lovells	New York	
NEW YORK	Jones Day	New York	^ ¥ \$~
NEW YORK	Katten Muchin Rosenman	New York	
NEW YORK	King & Spalding	New York	
NEW YORK	KPMG	New York	^ \$~
NEW YORK	KPMG FEDERAL TAX - REAL ESTATE	New York	\$
NEW YORK	KPMG International	Multiple	¥ \$
NEW YORK	KPMG M&A	Multiple	¥ \$
NEW YORK	KPMG SALT	Multiple	¥ \$
NEW YORK	Latham & Watkins	New York	\$
NEW YORK	LeBoeuf Lamb Greene & MacRae	New York	
NEW YORK	Marval O'Farrell & Maira	New York	^ ¥
NEW YORK	McDermott Will & Emery	New York	
NEW YORK	Milbank, Tweed, Hadley & McCloy	New York	\$
NEW YORK	Proskauer Rose	New York	
NEW YORK	PwC	New York	^ ¥
NEW YORK	PwC- International Tax Service	New York	^ ¥ €\$
NEW YORK	PwC- M&A	New York	¥ €\$
NEW YORK	Roberts & Holland	New York	¥ €
NEW YORK	Ropes & Gray	New York	
NEW YORK	Seward & Kissel	New York	^
NEW YORK	Sidley Austin Brown & Wood	New York	^
NEW YORK	Simpson Thacher & Bartlett	New York	
NEW YORK	Skadden Arps Slate Meagher & Flom	New York	€\$~
NEW YORK	Sullivan & Cromwell	New York	~
NEW YORK	Uria Menendez	New York	€
NEW YORK	Weil Gotshal & Manges	New York	€
NEW YORK	WeiserMazars	New York	¥ €\$
NEW YORK	Willkie Farr & Gallagher	New York	€\$~

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NEW YORK	Worldwide Trade Partners	White Plains	^ ¥ € \$~
NORTH CAROLINA	Brooks Pierce McLendon Humphrey & Leonard	Raleigh	
NORTH CAROLINA	Ernst & Young Transaction Tax Advisory Services - TAS	Charlotte	\$~
NORTH CAROLINA	Mayer Brown	Charlotte	
OHIO	Baker & Hostetler	Cleveland	
OHIO	Ernst & Young	Cleveland	^
OHIO	Graydon Head	Cincinnati	\$
OHIO	PwC- International Tax Service	Cleveland	\$
OHIO	Squire Sanders	Columbus	
OHIO	Vorys Sater Seymour and Pease	Cincinnati	
PENNSYLVANIA	Ballard Spahr	Philadelphia	€~
PENNSYLVANIA	Blank Rome	Philadelphia	
PENNSYLVANIA	Dechert	Philadelphia	^ ¥ € \$~
PENNSYLVANIA	Eckert Seamans Cherin & Mellott	Pittsburgh	^
PENNSYLVANIA	Jones Day	Pittsburgh	\$
PENNSYLVANIA	PwC- International Tax Service	Pittsburgh	\$
TENNESSEE	Harwell, Howard, Hyne, Gabbert & Manner	Nashville	€
TENNESSEE	Holton Blackstone & Mayberry	Nashville	
TEXAS	Baker & McKenzie	Dallas; Houston	~
TEXAS	Baker Botts	Dallas; Houston	¥ €~
TEXAS	Cox Smith Matthews	San Antonio	
TEXAS	Davis Gerald and Cremer	Midland	^
TEXAS	Ernst & Young	Dallas/Houston	~
TEXAS	Jones Day	Dallas	\$~
TEXAS	Latham & Watkins	Houston	\$
TEXAS	McCall Parkhurst & Horton	Dallas	¥
TEXAS	PwC International Tax Service	Houston	\$
TEXAS	PwC M&A	Houston	\$
TEXAS	PwC State and Local Tax	Houston	~
TEXAS	ScottHulse	El Paso	~
TEXAS	Thompson & Knight	Dallas	
TEXAS	Vinson & Elkins	Dallas	
VERMONT	Gravel & Shea	Burlington	
VIRGINIA	Computer Sciences Corporation	Falls Church	€
VIRGINIA	Council on Foundations	Arlington	~
VIRGINIA	Ernst & Young Transaction Advisory Services-TAS	McLean	~
VIRGINIA	KPMG Washington National Tax	McLean	^
VIRGINIA	McGuireWoods	Richmond; McLean	\$~
VIRGINIA	Patton Boggs	McLean	^
VIRGINIA	PwC	McLean	€ \$
VIRGINIA	Williams Mullen	Richmond	
WASHINGTON	Kirkpatrick and Lockhart Preston Gates Ellis	Seattle	
WASHINGTON	Lane Powell	Seattle	
WEST VIRGINIA	Spilman Thomas & Battle	Charleston	¥
WISCONSIN	Northwestern Mutual Life Insurance Company	Milwaukee	

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Employers Participating in Fall and/or Spring On-Campus Interviews 1998-2014

STATE	EMPLOYER	OFFICE(S)	Year
ALABAMA	Balch & Bingham	Birmingham	
ALABAMA	Bradley Arant Rose & White	Birmingham	
ALABAMA	Kaufman & Rothfeder	Montgomery	
ALABAMA	Maynard Cooper & Gale	Birmingham	
ALABAMA	Sirote & Permutt	Birmingham	
ALABAMA	Walston & Wells	Birmingham	
ARIZONA	Gallagher & Kennedy	Phoenix	
ARIZONA	Steptoe & Johnson	Phoenix	
CALIFORNIA	Allen Matkins Leck Gamble & Mallory	Los Angeles	
CALIFORNIA	Baker & McKenzie	San Francisco	
CALIFORNIA	Berliner Cohen	San Jose	
CALIFORNIA	Brobeck Phleger & Harrison	San Francisco	
CALIFORNIA	Chapman & Cutler	San Francisco	
CALIFORNIA	Cooley Godward Kronish	San Francisco	
CALIFORNIA	Dickenson Peatman & Fogarty	Napa	
CALIFORNIA	DLA Piper	East Palo Alto	¥ €~
CALIFORNIA	Ernst & Young	San Jose; San Francisco	
CALIFORNIA	Fenwick & West	Palo Alto; San Francisco	
CALIFORNIA	Gray Cary Ware & Freidenrich	Palo Alto	
CALIFORNIA	Holland & Knight	Los Angeles	
CALIFORNIA	Jeffer Mangels Butler & Marmaro	Los Angeles	¥ € \$
CALIFORNIA	Keker & Van Nest	San Francisco	
CALIFORNIA	KPMG	San Francisco Bay Area; Costa Mesa	\$
CALIFORNIA	Loeb & Loeb	Los Angeles	
CALIFORNIA	Manatt Phelps & Phillips	Los Angeles	
CALIFORNIA	Mitchell Silberberg & Knup	Los Angeles	
CALIFORNIA	Orrick Herrington & Sutcliffe	San Francisco; Menlo Park	
CALIFORNIA	Panitz Schaap	Westlake Village	
CALIFORNIA	PwC	Irvine; San Francisco	
CALIFORNIA	Royse Law Firm	Palo Alto	^ €
CALIFORNIA	Skadden Arps Slate Meagher & Flom	Los Angeles	
CALIFORNIA	The Busch Firm	Irvine	^ ¥
CALIFORNIA	Wilson Sonsini Goodrich & Rosati	Palo Alto	
COLORADO	Lentz Evans & King	Denver	
COLORADO	Oreck Crighton Adams & Chase	Boulder	
CONNECTICUT	Bergman Horowitz & Reynolds	New Haven	
CONNECTICUT	Blair & Botts	Stamford	
CONNECTICUT	Cummings & Lockwood	Greenwich	
CONNECTICUT	KPMG	Stamford	\$
CONNECTICUT	RBS Greenwich Capital	Greenwich	
CONNECTICUT	Robinson & Cole	Hartford	
CONNECTICUT	Shipman & Goodwin	Hartford	\$
CONNECTICUT	Siegel O'Connor Schiff & Zangari	New Haven	
CONNECTICUT	Withers Bergman	New Haven	
CONNECTICUT	Wofsey Rosen Kweskin & Kuriansky	Stamford	
DC	Alston & Bird	Washington DC	
DC	Baker & Hostetler	Washington DC	
DC	Baker & McKenzie	Washington DC	
DC	Covington & Burling	Washington DC	
DC	Davis & Harman	Washington DC	
DC	Deloitte Tax	Washington DC	
DC	Dickstein Shapiro Morin & Oshinsky	Washington DC	

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DC	Dow Lohnes & Albertson	Washington DC	
DC	Feder & Associates	Washington DC	
DC	Fried Frank Harris Shriver & Jacobson	Washington DC	
DC	IRS Office of Chief Counsel	Washington DC	^ ¥~
DC	Ivins Phillips & Barker	Washington DC	
DC	Joint Committee on Taxation	Washington DC	
DC	Jones Day	Washington DC	
DC	King & Spalding	Washington DC	
DC	KPMG	Washington DC	€
DC	McDermott Will & Emery	Washington DC	
DC	McGuire Woods	Washington DC	
DC	McKee Nelson	Washington DC	
DC	Roberts & Holland	Washington DC	
DC	Shaw Pittman	Washington DC	
DC	Shearman & Sterling	Washington DC	
DC	Skadden Arps Slate Meagher & Flom	Washington DC	
DC	Steptoe & Johnson	Washington DC	
DC	Sutherland Asbill & Brennan	Washington DC	
DC	Williams & Connolly	Washington DC	
FLORIDA	Annis Mitchell Cockey Edwards	Tampa	
FLORIDA	Baker & McKenzie	Miami	\$
FLORIDA	Bilzin Sumberg Dunn Price & Axelrod	Miami	
FLORIDA	Coolidge Wall Womsley & Lombard	Dayton	
FLORIDA	Fowler White Gillen Boggs Villareal and Banker	Tampa	
FLORIDA	Greenberg Traurig	Fort Lauderdale; Miami	
FLORIDA	Hill Ward & Henderson	Tampa	
FLORIDA	Miami-Dade County Attorney's Office	Miami	
FLORIDA	Nason Yeager Gerson White & Lioce	West Palm Beach	
FLORIDA	Rasco Reininger Perez Esquenazi & Vigil	Coral Gables	
FLORIDA	Sharp & Associates	Tampa	
FLORIDA	Sharp & Harrison	Tampa	
FLORIDA	Shumaker Loop & Kendrick	Tampa	
FLORIDA	White & Case	Miami	
GEORGIA	Alston & Bird	Atlanta	
GEORGIA	Altman Kritzer & Levick	Atlanta	
GEORGIA	Deloitte	Atlanta	
GEORGIA	Kilpatrick Stockton	Atlanta	
GEORGIA	King & Spalding	Atlanta	
GEORGIA	KPMG	Atlanta	€
GEORGIA	Long Aldridge & Norman	Atlanta	
GEORGIA	Morris Manning & Martin	Atlanta	
ILLINOIS	Chapman & Cutler	Chicago	
ILLINOIS	Deloitte	Chicago	
ILLINOIS	Jenner & Block	Chicago	
ILLINOIS	Jones Day	Chicago	
ILLINOIS	Katten Muchin	Chicago	
ILLINOIS	Mayer Brown	Chicago	
ILLINOIS	McGuire Woods	Chicago	
ILLINOIS	Skadden Arps Slate Meagher & Flom	Chicago	
INDIANA	Ice Miller	Indianapolis	
INTERNATIONAL	Moodys Tax Advisors	Calgary, Canada	
IOWA	Belin Lamson Zumbach Flynn	Des Moines	
KANSAS	Foulston & Siefkin	Wichita	
KENTUCKY	Stidham & Associates	Lexington	
LOUISIANA	Phelps Dunbar	New Orleans	
LOUISIANA	Stone Pigman Walther Whitman	New Orleans	
MAINE	Brann & Isaacson	Lewiston	

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MARYLAND	Gordon Feinblatt Rothman Hoffberger & Hollander	Baltimore	
MASSACHUSETTS	Brown Rudnick	Boston	
MASSACHUSETTS	Dechert	Boston	
MASSACHUSETTS	Ernst & Young	Boston	
MASSACHUSETTS	Foley Hoag & Eliot	Boston	
MASSACHUSETTS	Holland & Knight	Boston	
MASSACHUSETTS	KPMG	Boston	^
MASSACHUSETTS	PwC	Boston/NE Region	
MASSACHUSETTS	Ropes & Gray	Boston	
MASSACHUSETTS	Testa Hurwitz & Thibault	Boston	
MINNESOTA	Briggs and Morgan	Minneapolis	
MINNESOTA	Lurie Besikof Lapidus & Co.	Minneapolis	
MINNESOTA	PwC	Mid-West Region	
MISSOURI	Bryan Cave	St. Louis	
MISSOURI	Husch Blackwell	St. Louis	
MISSOURI	Lewis Rice	St. Louis; Kansas City	
MISSOURI	Thompson Coburn	St. Louis	
NATIONWIDE	Bradley Arant Rose & White	Nationwide	
NATIONWIDE	Deloitte	Nationwide	
NATIONWIDE	Ernst & Young	Nationwide	
NATIONWIDE	IRS Office of Chief Counsel	Nationwide	\$
NATIONWIDE	KPMG	East Coast & West Coast locations	
NATIONWIDE	PwC	Nationwide	
NEVADA	Lionel Sawyer & Collins	Las Vegas	
NEW JERSEY	Cole Schotz	Hackensack	
NEW JERSEY	Connell Foley	Roseland	
NEW JERSEY	Fox Rothschild	Lawrenceville	
NEW JERSEY	Greebaum Rowe Smith Ravin Davis & Himmel	Woodbridge	
NEW JERSEY	Hannoch Weisman	Roseland	
NEW JERSEY	Katz Ettin Levine Kurzweil Weber & Scialabba	Cherry Hill	
NEW JERSEY	KPMG	Short Hills	^ \$
NEW JERSEY	Lowenstein Sandler	Roseland	~
NEW JERSEY	PwC	Florham Park	
NEW JERSEY	Riker Danzig Scherer Hyland & Perretti	Morristown	
NEW JERSEY	Schenck Price Smith & King	Morristown	
NEW JERSEY	Wyeth	Madison	
NEW MEXICO	Modrall Sperling Roehl Harris & Sisk	Albuquerque	
NEW YORK	Akin Gump Strauss Hauer & Feld	New York	\$~
NEW YORK	Allen & Overy	New York	
NEW YORK	Alvarez & Marsal Taxand	New York	
NEW YORK	Ayco Company	Albany	
NEW YORK	Baker & McKenzie	New York	
NEW YORK	Becker Glynn Melamed & Muffly	New York	
NEW YORK	Berdon	New York	¥ € \$~
NEW YORK	Bernstein Litowitz Berger & Grossmann	New York	
NEW YORK	Blank Rome	New York	
NEW YORK	Boies Schiller & Flexner	Armonk	
NEW YORK	Bond Schoneck & King	Syracuse; Albany; Buffalo	
NEW YORK	Cadwalader Wickersham & Taft	New York	
NEW YORK	Cahill Gordon & Reindel	New York	¥ €
NEW YORK	Chadbourne & Parke	New York	
NEW YORK	Citigroup	New York	
NEW YORK	Clifford Chance	New York	
NEW YORK	Couch White	Albany	
NEW YORK	Curtis Mallet-Prevost Colt & Mosle	New York	

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NEW YORK	Davis Polk & Wardwell	New York	
NEW YORK	Dechert	New York	
NEW YORK	Deloitte	New York	^
NEW YORK	Dentons	New York	\$~
NEW YORK	Dickstein Shapiro	New York	
NEW YORK	DLA Piper	New York	¥~
NEW YORK	Dorsey & Whitney	New York	
NEW YORK	Eisner	New York	
NEW YORK	Ernst & Young	New York	€\$~
NEW YORK	Feingold & Alpert	New York	€~
NEW YORK	Foley & Lardner	New York	
NEW YORK	Fulbright & Jaworski	New York	
NEW YORK	Gordon Altman Butowsky Weitzen Shalov & Wein	New York	
NEW YORK	Grant McCarthy Gagnon	White Plains	
NEW YORK	Greenberg Traurig	New York	
NEW YORK	Guggenheim Partners	New York	¥ € \$
NEW YORK	Hawkins Delafield & Wood	New York	
NEW YORK	Hodgons Russ	Buffalo	
NEW YORK	Hogan Lovells	New York	
NEW YORK	Holland & Knight	New York	
NEW YORK	Howard Smith & Levin	New York	
NEW YORK	Hunton & Williams	New York	
NEW YORK	IRS Office of Chief Counsel	New York	
NEW YORK	Jackson Lewis	New York	
NEW YORK	Jenkins & Gilchrist	New York	
NEW YORK	Jones Day	New York	
NEW YORK	Kaye Scholer	New York	
NEW YORK	Kelley Drye & Warren	New York	
NEW YORK	Kirkpatrick & Lockhart Preston Gates Ellis	New York	
NEW YORK	Kostelanetz & Fink	New York	
NEW YORK	KPMG	New York	^ ¥ € ~
NEW YORK	Kramer Levin Naftalis & Frankel	New York	
NEW YORK	Linklaters	New York	~
NEW YORK	Lowenstein Sandler	New York	~
NEW YORK	Mayer Brown	New York	
NEW YORK	McDermott Will & Emery	New York	^
NEW YORK	Meltzer Lippe Goldstein & Schissel	Mineola	
NEW YORK	Morrison & Foerster	New York	^ ¥ € \$~
NEW YORK	O'Melveny & Myers	New York	^
NEW YORK	Olshan Grundman Frome Rosenzweig & Wolosky	New York	
NEW YORK	Paul Weiss Rifkind Wharton & Garrison	New York	
NEW YORK	Pillsbury Winthrop Shaw Pittman	New York	
NEW YORK	Proskauer Rose	New York	
NEW YORK	PwC	New York	^ ¥~
NEW YORK	Rapport Meyers Whitbeck Shaw & Rodenhausen	New York	
NEW YORK	Reed Smith	New York	
NEW YORK	Richards Kibbe & Orbe	New York	
NEW YORK	Roberts & Holland	New York	
NEW YORK	Ropes & Gray	New York	
NEW YORK	Seyfarth Shaw	New York	
NEW YORK	Shearman & Sterling	New York	
NEW YORK	Sheppard Mullin Richter & Hampton	New York	
NEW YORK	Sidley Austin	New York	
NEW YORK	Skadden Arps Slate Meagher & Flom	New York	
NEW YORK	Squadron Ellenoff	New York	
NEW YORK	Stein Riso & Mantel	New York	
NEW YORK	Texaco	White Plains	

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NEW YORK	The Nelson Law Firm	White Plains	
NEW YORK	Thelin Reid & Priest	New York	
NEW YORK	Thompson Wigdor & Gilly	New York	
NEW YORK	Triarc Companies	New York	
NEW YORK	Troutman Sanders	New York	
NEW YORK	US Army JAG Corps	West Point	
NEW YORK	Weil Gotshal & Manges	New York	
NEW YORK	White & Case	New York	^
NEW YORK	Willkie Farr & Gallagher	New York	
NEW YORK	Winston & Strawn	New York	
NORTH CAROLINA	Battle Winslow Scott & Wiley	Rocky Mount	
NORTH CAROLINA	Brooks Pierce McLendon Humphrey & Leonard	Greensboro; Raleigh	¥
NORTH CAROLINA	Cadwalader Wickersham & Taft	Charlotte	
NORTH CAROLINA	Culp Elliot & Carpenter	Charlotte	^ ¥ € \$~
NORTH CAROLINA	Kennedy Covington Lobdell & Hickman	Multiple	
NORTH CAROLINA	McGuire Woods	Charlotte	
NORTH CAROLINA	Moore & Van Allen	Charlotte	
NORTH CAROLINA	Wishart Norris Henninger & Pittman	Charlotte	
NORTH CAROLINA	Womble Carlyle Sandridge	Winston-Salem	
OHIO	Baker & Hostetler	Columbus; Cleveland	
OHIO	Coolidge Wall Womsley & Lombard	Dayton	
OHIO	Graydon Head & Ritchy	Cincinnati	
OHIO	Harkins & Associates	Springfield	
OHIO	Shumaker Loop & Kendrick	Toledo	
OHIO	Taft Stettinius & Hollister	Cincinnati	
OHIO	Thompson Hine & Flory	Dayton	
OHIO	Vorys Sater Seymour and Pease	Columbus	
OREGON	Holland & Knight	Portland	
OREGON	Miller Nash	Portland	
PENNSYLVANIA	Blank Rome	Philadelphia	
PENNSYLVANIA	Dechert	Philadelphia	
PENNSYLVANIA	Drinker Biddle & Reath	Philadelphia	
PENNSYLVANIA	Fox Rothschild	Philadelphia	
PENNSYLVANIA	Morgan Lewis	Philadelphia	
PENNSYLVANIA	Stradley Ronon Stevens & Young	Philadelphia	
PUERTO RICO	Axtmayer Adsvar	San Juan	
SOUTH CAROLINA	Buist Moore Smythe & McGee	Charleston	
SOUTH CAROLINA	Kennedy Covington Lobdell & Hickman	Multiple	
SOUTH CAROLINA	McNair Law Firm	Columbia	
TENNESSEE	Bass Berry & Sims	Nashville	
TENNESSEE	Farris Warfield & Kanaday	Nashville	
TENNESSEE	Holton Blackstone + Mayberry	Nashville	~
TENNESSEE	King & Ballow Law Offices	Nashville	
TENNESSEE	Sherrard & Roe	Nashville	
TENNESSEE	Stokes Bartholomew Evans & Petres	Nashville	
TENNESSEE	Waller Lansden Dortch & Davis	Nashville	~
TENNESSEE	Woolf McCane Bright Allen & Carpenter	Knoxville	
TEXAS	Baker & Botts	Houston	
TEXAS	Baker & McKenzie	Houston	
TEXAS	Bickel & Brewer	Dallas	
TEXAS	Bracewell & Giuliani	Houston	
TEXAS	Chamberlain Hirdlicka White Johnson & Williams	Houston	
TEXAS	Chevron Phillips Chemical Company	The Woodlands	~
TEXAS	Cox & Smith Matthews	San Antonio	
TEXAS	Davis Gerald & Cremer	Midland	
TEXAS	Ernst & Young	Houston	€ \$~
TEXAS	Exxon Mobil Corporation Tax Department	Houston	

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TEXAS	Fulbright & Jaworski	Houston	^ ¥ € \$
TEXAS	Gardere Wynne Seweel	Houston	
TEXAS	Haynes & Boone	Multiple	
TEXAS	Hughes & Luce	Dallas	
TEXAS	Jackson Walker	Dallas	
TEXAS	Jenkins & Gilchrist	Dallas	
TEXAS	Jones Day	Dallas	
TEXAS	Kelly Hart & Hallman	Fort Worth	
TEXAS	Locke Liddell & Sapp	Dallas; Houston	
TEXAS	Matthews & Branscomb	San Antonio	
TEXAS	Meadows Owens Collier Reed Cousins & Blau	Dallas	^ ¥ € \$
TEXAS	PwC	Houston	
TEXAS	The Heritage Organization	Dallas	
TEXAS	Thompson & Knight	Dallas	
TEXAS	Vinson & Elkins	Houston	
VERMONT	Gravel and Shea	Burlington	
VIRGINIA	McGuire Woods	Multiple	
VIRGINIA	US Army JAG Corps	Rosslyn	¥ \$
WASHINGTON	Davis Wright Tremaine	Seattle	
WASHINGTON	Holland & Knight	Seattle	
WASHINGTON	K&L Gates	Seattle	
WASHINGTON	KPMG	Seattle	€
WASHINGTON	Ogden Murphy Wallace	Seattle	
WASHINGTON	Perkins Coie	Seattle	
WASHINGTON	Short Cressman & Burgess	Seattle	
WASHINGTON	Stoel Rives	Seattle	
WEST VIRGINIA	Jackson & Kelly	Charleston	

Sample of Tax LLM Job Listings/ Resume Collections

STATE	EMPLOYER	OFFICE(S)	YEAR
ALABAMA	Baker, Donelson, Bearman, Caldwell & Berkowitz	Birmingham	
ALABAMA	Bradley, Arant, Rose & White	Birmingham	
ALABAMA	Lanier Ford Shaver & Payne	Huntsville	
ALABAMA	Sirote & Permutt	Birmingham	^ ¥ ~
ALASKA	Shaftel Law Offices	Anchorage	^ \$
ARIZONA	BBR Executive Search Worldwide	Scottsdale	
ARIZONA	Greenberg Traurig	Phoenix	
ARIZONA	Snell & Wilmer	Phoenix	~
CALIFORNIA	Adler & Colvin	San Francisco	\$
CALIFORNIA	Ambrecht & Associates	Santa Barbara	~
CALIFORNIA	Baker & Hostetler	Costa Mesa	~
CALIFORNIA	BarMax	San Francisco	¥
CALIFORNIA	Berliner Cohen	San Jose	\$
CALIFORNIA	California Franchise Tax Board	Sacramento	
CALIFORNIA	California Polytechnic State University	San Luis Obispo	~
CALIFORNIA	Chapman and Cutler	San Francisco	
CALIFORNIA	Cooley	Bay Area	€ ~
CALIFORNIA	De Novo Legal	Los Angeles; Redwood Shores	€
CALIFORNIA	EarthJustice	Oakland	
CALIFORNIA	Education Pioneers	Los Angeles; San Francisco	^
CALIFORNIA	Ernst & Young	Los Angeles; Palo Alto; San Francisco	
CALIFORNIA	Facebook	Menlo Park	\$
CALIFORNIA	Farella Braun + Martel	San Francisco	€
CALIFORNIA	Givner & Kaye	Los Angeles	\$
CALIFORNIA	Google Policy Fellowship	Mountain View	¥ €
CALIFORNIA	Granville Homes	Fresno	~
CALIFORNIA	Greenberg Traurig	Los Angeles	
CALIFORNIA	Hanson Bridgett	San Francisco	~
CALIFORNIA	Hochman, Salkin, Rettig, Toscher & Perez	Los Angeles	
CALIFORNIA	Hodgen Law Group	Pasadena	\$
CALIFORNIA	Hudson Martin Ferrante Street Witten & June	Monterey	~
CALIFORNIA	IRS, Office of Chief Counsel	Los Angeles; Van Nuys	
CALIFORNIA	KPMG	Silicon Valley ; San Francisco	^
CALIFORNIA	Latham & Watkins		
CALIFORNIA	Law Offices Of Jeffrey B. Kahn	Walnut Creek	\$
CALIFORNIA	Little Mendelson	San Francisco	\$
CALIFORNIA	Loeb & Loeb	Los Angeles	\$
CALIFORNIA	Luce Forward Hamilton & Scripps	San Diego	
CALIFORNIA	Manatt, Phelps & Phillips	San Francisco	
CALIFORNIA	McDermott Will & Emery	Los Angeles	\$
CALIFORNIA	Morgan, Lewis & Bockius	Palo Alto; San Francisco	
CALIFORNIA	Morrison & Foerster	San Francisco	¥
CALIFORNIA	Munger, Tolles & Olson	Los Angeles	\$
CALIFORNIA	Murphy Pearson Bradley & Feeney	San Francisco	~
CALIFORNIA	NBC Universal	Los Angeles	^
CALIFORNIA	Ord & Norman	San Francisco	¥ €
CALIFORNIA	Paul Hastings	Los Angeles	\$
CALIFORNIA	Price, Postel & Parma	Santa Barbara	
CALIFORNIA	Proskauer Rose	Los Angeles	
CALIFORNIA	Royse Law Firm	Palo Alto	~
CALIFORNIA	Santa Clara County Counsel's Office	San Jose	^
CALIFORNIA	Schiff Hardin	San Francisco	\$

Sample of Tax LLM Job Listings/ Resume Collections

CALIFORNIA	Shearman & Sterling	Palo Alto	~
CALIFORNIA	Sheppard, Mullin, Richter & Hampton	Los Angeles	€
CALIFORNIA	Sidley Austin	Los Angeles	
CALIFORNIA	Skadden, Arps, Slate, Meagher & Flom	Palo Alto	~
CALIFORNIA	Social Security Administration, Office of the General Counsel	San Francisco	
CALIFORNIA	The Busch Firm	Irvine	^ \$ ~
CALIFORNIA	Thompson, Welch, Soroko & Gilbert	Bay Area	\$ ~
CALIFORNIA	Wagner Kirkman Blaine Klomrens & Youmans	Mather	¥
CALIFORNIA	Weinberg, Roger & Rosenfeld	Sacramento	
CALIFORNIA	Wood	San Francisco	\$ ~
CALIFORNIA	Wood & Porter	San Francisco	\$
COLORADO	Brownstein Hyatt Farber Schreck	Denver	\$
COLORADO	Davis Graham & Stubbs	Denver	~
COLORADO	Hogan Lovells	Denver	
COLORADO	IRS, Office of Chief Counsel	Denver	
COLORADO	Sherman & Howard	Denver	\$
COLORADO	Social Security Administration, Office of the General Counsel	Denver	
COLORADO	The Public Interest Network	Denver	~
CONNECTICUT	Convicer & Percy	Glastonbury	~
CONNECTICUT	Cramer & Anderson	New Milford	^
CONNECTICUT	Cummings & Lockwood	Stamford	\$ ~
CONNECTICUT	CzepigaDaly		\$
CONNECTICUT	Deloitte Tax	Hartford	
CONNECTICUT	Diageo	Norwalk	¥
CONNECTICUT	Drew and Mersereau	Avon	~
CONNECTICUT	Ernst & Young	Hartford; Stamford	^ ¥ €
CONNECTICUT	Garrison, Levin, Epstein, Chimes & Richardson	New Haven	~
CONNECTICUT	General Electric Company	Stamford	\$ ~
CONNECTICUT	Greenberg & Co.	Shelton	
CONNECTICUT	KPMG	Hartford	
CONNECTICUT	Michael A. Neufeld & Associates	Milford	
CONNECTICUT	Shipman & Goodwin	Hartford	\$
CONNECTICUT	Tax Placement Network	Bridgewater	\$
CONNECTICUT	Timex Group	Middlebury	~
CONNECTICUT	Wiggin and Dana	New Haven	\$
CONNECTICUT	Withers Bergman	New Haven	\$
DC	Akin Gump Strauss Hauer & Feld	Washington DC	
DC	American Bar Association, Section of Taxation	Washington DC	^
DC	Arnold & Porter	Washington DC	^
DC	Ballard Spahr	Washington DC	¥
DC	Buchanan Ingersoll & Rooney	Washington DC	
DC	Caplin & Drysdale	Washington DC	€ \$
DC	Center on Budget and Policy Priorities	Washington DC	
DC	Certified Financial Planner Board of Standards	Washington DC	¥ €
DC	Consultative Group to Assist the Poor (CGAP)	Washington DC	
DC	Crowell & Moring	Washington DC	^ ¥ €
DC	Curtis, Mallet-Prevost, Colt & Mosle	Washington DC	^
DC	Davis & Harman	Washington DC	¥
DC	Deloitte Tax	Washington DC	
DC	DOJ Counterterrorism Section	Washington DC	^
DC	DuPont	Washington DC	
DC	Education Pioneers	Washington DC	^
DC	Federal Deposit Insurance Corporation	Washington DC	
DC	Groom Law Group	Washington DC	
DC	Hogan Lovells	Washington DC	
DC	Holland & Knight	Washington DC	~
DC	Inter-American Development Bank	Washington DC	¥ €
DC	Internal Revenue Service	Washington DC	^
DC	IRS	Washington DC	¥ € \$

Sample of Tax LLM Job Listings/ Resume Collections

DC	IRS, Office of Chief Counsel	Washington DC	^ \$
DC	IRS, Office of Professional Responsibility	Washington DC	\$
DC	IRS, Taxyer Advocate Service	Washington DC	~
DC	Joshua Tree Enterprise	Washington DC	\$
DC	Kator, Parks & Weiser	Washington DC	
DC	KPMG	Washington DC	
DC	Mayer Brown	Washington DC	
DC	McKenna Long & Aldridge	Washington DC	\$
DC	Morgan, Lewis & Bockius	Washington DC	\$
DC	Pension Benefit Guaranty Corporation (PBGC)	Washington DC	^
DC	Pepper Hamilton	Washington DC	^
DC	Reed Smith	Washington DC	
DC	Squire Sanders	Washington DC	¥
DC	Sutherland	Washington DC	^ ¥ \$
DC	Tax Foundation	Washington DC	
DC	Troutman Sanders	Washington DC	~
DC	US Department of Justice, Tax Division	Washington DC	¥
DC	US Department of Labor, Employee Benefits Security Administration	Washington DC	^
DC	US Department of the Treasury, Office of the General Counsel	Washington DC	
DC	US Postal Service	Washington DC	^
DC	US Senate Democratic Labor Policy Office	Washington DC	^
DC	US Senate Finance Committee	Washington DC	
DC	US Small Business Administration	Washington DC	~
DC	US Tax Court	Washington DC	^ \$
DC	Windsor Consultants Inc.	Washington DC	\$
DC	World Bank Group	Washington DC	
DELAWARE	DuPont	Wilmington	^
DELAWARE	Frink-Hamlett Legal Solutions	Wilmington	~
DELAWARE	Morris, Nichols, Arsht & Tunnell	Wilmington	\$
FLORIDA	Bilzin Sumberg Baena Price & Axelrod	Miami	¥
FLORIDA	Broad and Cassel	Orlando	€ \$
FLORIDA	Cantor & Webb	Miami	^ ¥
FLORIDA	Carlton Fields	Tampa	~
FLORIDA	Farmer & Associates	Naples	€
FLORIDA	Greenberg Traurig	Fort Lauderdale; Miami	
FLORIDA	Gunster, Yoakley & Stewart	West Palm Beach	\$
FLORIDA	Hill Ward & Henderson	Tampa	
FLORIDA	Korn & Zehmer	Ponte Vedra Beach	
FLORIDA	Lex International Law Firm	Miami	~
FLORIDA	McDonald Fleming Moorhead	Pensacola	€
FLORIDA	Quarles & Brady	Naples	\$
FLORIDA	Sanford Barrows Group	Davie	~
FLORIDA	Shutts & Bowen	Miami	\$ ~
FLORIDA	Thomas C. Walser	Boca Raton	¥
FLORIDA	White & Case	Miami	¥ €
GEORGIA	Abrams, Davis, Mason & Long	Atlanta	€
GEORGIA	Baird Legal Placement	Atlanta	\$
GEORGIA	Balch & Bingham	Atlanta	\$
GEORGIA	Erin C. Lockett,	Atlanta	\$
GEORGIA	Ernst & Young	Atlanta	¥
GEORGIA	Ford & Harrison	Atlanta	~
GEORGIA	Internal Revenue Service		^
GEORGIA	King & Spalding	Atlanta	¥
GEORGIA	KPMG	Atlanta	^ ¥
GEORGIA	Lewis James Legal	Atlanta	\$
GEORGIA	ProSTAR Legal Careers	Atlanta	\$
GEORGIA	Social Security Administration, Office of the General Counsel	Atlanta	

Sample of Tax LLM Job Listings/ Resume Collections

GEORGIA	Sutherland	Atlanta	^ ¥
GEORGIA	Turner Broadcasting System	Atlanta	\$
IDAHO	Ahrens DeAngeli Law Group	Boise	¥ €
IDAHO	Richard A. Cummings Law Office	Boise	~
IDAHO	Thornton Byron	Boise	^ €
ILLINOIS	Cardinal Intellectual Property	Evanston	
ILLINOIS	Chapman and Cutler	Chicago	\$
ILLINOIS	Ernst & Young	Chicago	
ILLINOIS	Hinshaw & Culbertson	Chicago	~
ILLINOIS	Holland & Knight	Chicago	~
ILLINOIS	Illinois Department of Financial and Professional Regulation	Chicago	¥
ILLINOIS	IRS, Office of Chief Counsel	Chicago	
ILLINOIS	Morgan, Lewis & Bockius	Chicago	
ILLINOIS	Rothman Law Group	Chicago	\$
ILLINOIS	Schiff Hardin	Chicago	\$
ILLINOIS	Social Security Administration, Office of the General Counsel	Chicago	
ILLINOIS	State of Illinois Office of Policy, Planning & Statistics	Chicago	¥
INDIANA	Ice Miller	Indianapolis	\$
INDIANA	Stuart Branigin	Lafayette	
INDIANA	Taft Stettinius & Hollister	Indianapolis	
INDIANA	The Mind Trust	Indianapolis	
INTERNATIONAL	Amazon.FR	Munich; Paris	
INTERNATIONAL	Anaford	Zurich	\$ ~
INTERNATIONAL	Baker & McKenzie	Hong Kong; China; Zurich	\$ ~
INTERNATIONAL	Barun Law	Seoul	^ ¥ €
INTERNATIONAL	BDO Luxembourg	Luxembourg	\$
INTERNATIONAL	BluEra Executive Search	Calgary, Canada	\$
INTERNATIONAL	BoltNagi	St. Thomas	\$
INTERNATIONAL	CDS International	Various Locations; Russian Federation	^ ¥ €
INTERNATIONAL	Cooley	Shanghai	€
INTERNATIONAL	Covanta Energy Asia Pacific Holdings	Shanghai	
INTERNATIONAL	CRCC Asia	Beijing; Shanghai	€
INTERNATIONAL	Curtis, Mallet-Prevost, Colt & Mosle	Kazakhstan	
INTERNATIONAL	Davis Polk & Wardwell	Tokyo	
INTERNATIONAL	Deloitte	Shanghai	^
INTERNATIONAL	East Captial Private Equity	Stockholm	
INTERNATIONAL	Faegre & Benson	Shanghai	
INTERNATIONAL	Fangda Partners	Shanghai; Beijing; Shenzhen	
INTERNATIONAL	Herbert Smith	Hong Kong; China	^
INTERNATIONAL	International Fiscal Association	Rotterdam	^ \$
INTERNATIONAL	JPMorgan Chase & Co.	Hong Kong; China	^
INTERNATIONAL	Kramer Levin Naftalis & Frankel	Paris	
INTERNATIONAL	Lehman, Lee & Xu	Beijing	\$
INTERNATIONAL	LG Life Sciences	Seoul	¥
INTERNATIONAL	MicroStrategy	Sao Paulo	
INTERNATIONAL	Moody's Tax Advisors	Calgary, Canada	\$
INTERNATIONAL	Organisation for Economic Co-Operation and Development	Paris	\$
INTERNATIONAL	PharmaNet Development Group	Quebec	€
INTERNATIONAL	Philip Morris International	Buenos Aires	
INTERNATIONAL	Romo, Pailles & Guzman	Mexico City	
INTERNATIONAL	Sekri Valentin Zerrouk	Paris	\$
INTERNATIONAL	Seravia	Beijing	^
INTERNATIONAL	SH Vanderbrook & Chambaud	Zurich	^

Sample of Tax LLM Job Listings/ Resume Collections

INTERNATIONAL	Sullivan & Cromwell	Frankfurt; Paris	^
INTERNATIONAL	The Ruchelman Law Firm		\$
INTERNATIONAL	UBS	Hong Kong	¥
INTERNATIONAL	US Navy JAG Corps	Multiple	¥ €
INTERNATIONAL	VDB Loi	Jakarta	\$
INTERNATIONAL	Wispro Technology Consulting Corporation	Taipei	\$
INTERNATIONAL	Wolf Theiss	Vienna	
IOWA	Ahrens DeAngeli Law Group	Boise	\$
IOWA	Belin Lamson McCormick Zumbach Flynn	Des Moines	\$
IOWA	Dickinson, Mackaman, Tyler & Hagen	Des Moines	
IOWA	McGuire, Fecarotta, & Jackson	Des Moines	\$
KENTUCKY	Frost Brown Todd	Louisville	
KENTUCKY	Internal Revenue Service	Covington	^
LOUISIANA	Baldwin Haspel Burke & Mayer	New Orleans	€
LOUISIANA	Hoyt and Stanford	Lafayette	
LOUISIANA	Jones Walker Waechter Poitevent Carrere & Denegre	New Orleans	
LOUISIANA	Stone Pigman Walther Wittmann	New Orleans	
MAINE	Law Office of Meilman & Costa	Newton	
MAINE	Perkins Thompson	Portland	
MARYLAND	Gordon, Feinblatt, Rothman, Hoffberger & Hollander	Baltimore	
MARYLAND	Internal Revenue Service	Prince Georges County	^
MARYLAND	Intersport	Buckeystown	^ ¥
MARYLAND	Johns Hopkins Medicine	Baltimore	¥
MARYLAND	Kundra & Associates	Rockville	\$ ~
MARYLAND	Maryland Tax Court	Baltimore	
MARYLAND	PMV Recruiters	Baltimore	~
MARYLAND	Social Security Administration, Office of the General Counsel	Baltimore	
MARYLAND	The Law Office of Frederick R. Franke, Jr.	Annapolis	~
MASSACHUSETT	Aspen Legal Education, Wolters Kluwer Law & Business	Waltham	^
MASSACHUSETT	Brann & Isaacson	Lewiston	
MASSACHUSETT	Brown Rudnick Berlack Israels	Boston	\$
MASSACHUSETT	Deloitte Tax	Boston	
MASSACHUSETT	Education Pioneers	Boston	^
MASSACHUSETT	Ernst & Young	Boston	¥
MASSACHUSETT	KPMG	Boston	¥
MASSACHUSETT	Meilman & Costa	Newton	\$
MASSACHUSETT	PMV Recruiters	Boston	\$ ~
MASSACHUSETT	Social Security Administration, Office of the General	Boston	
MASSACHUSETT	Sullivan & Worcester	Boston	\$
MASSACHUSETT	Tamkin & Hochberg	Newton	\$
MASSACHUSETT	Weiss Asset Management	Boston	¥
MICHIGAN	Bodman	Detroit	
MINNESOTA	Fredrikson & Byron	Minneapolis	\$ ~
MINNESOTA	Talon Performance Group	Minneapolis	\$
MISSISSIPPI	Barnes, Broom and McLeod	Flowood	
MISSOURI	Bryan Cave	St. Louis	
MISSOURI	Husch Blackwell	St. Louis	¥
MISSOURI	Social Security Administration, Office of the General Counsel	Kansas City	
NATIONWIDE	Drug Safety Expert Associates	Multiple	¥
NATIONWIDE	Ernst & Young	Multiple	^
NATIONWIDE	Joshua Tree Enterprises	Multiple	^ ¥
NATIONWIDE	Law Offices of Michael McCready	Multiple	
NATIONWIDE	MII Alternative Assets (Wayzata, MN)	Multiple	¥

Sample of Tax LLM Job Listings/ Resume Collections

NATIONWIDE	Nolo	Multiple	~
NATIONWIDE	PMV Recruiters	Multiple	~
NATIONWIDE	Sam Adams Alliance	Multiple	
NEBRASKA	Cline, Williams, Wright, Johnson & Oldfather	Lincoln	^
NEBRASKA	Scudder Law Firm	Lincoln	
NEVEDA	Kamer Zucker & Abbott	Las Vegas	
NEW JERSEY	Alan A. Davidson	Bergen County	
NEW JERSEY	Bederson & Company	West Orange	\$
NEW JERSEY	Bressler, Amery & Ross	Floham Park	~
NEW JERSEY	Connell Foley	Roseland	~
NEW JERSEY	Davidson, Sochor, Ragsdale & Cohen	Elmwood Park	\$
NEW JERSEY	Deloitte Tax	Parsipny	
NEW JERSEY	Duane Morris	Newark	~
NEW JERSEY	Einhorn, Harris, Ascher, Barbarito & Frost	Denville	~
NEW JERSEY	Ernst & Young	Metro Park; Iselin	^ ¥
NEW JERSEY	Fairleigh Dickinson University, Silberman College of Business	Madison	
NEW JERSEY	Fein, Such, Kahn & Shepard	Parsipny	\$
NEW JERSEY	Gelok & Macchia	Morristown	
NEW JERSEY	Genova, Burns Giantomasi & Webster	Newark	\$
NEW JERSEY	Gibbons	Newark	^ ¥
NEW JERSEY	Goldman Sachs	Atlantic City	~
NEW JERSEY	Greenbaum, Rowe, Smith & Davis	Iselin	€ \$
NEW JERSEY	Hellring Lindeman Goldstein & Siegal	Newark	\$
NEW JERSEY	J. Anderson & Associates	Sparta	
NEW JERSEY	Jack Farrell & Associates	Princeton	\$
NEW JERSEY	James J. Curry, Jr., Esq.	Toms River	^
NEW JERSEY	Joseph A. Manfredi & Associates	Hoboken	¥ €
NEW JERSEY	Judge Joseph S. Small, NJ Tax Court, P.J.T.C.	Trenton	
NEW JERSEY	Kids in Need of Defense (KIND)	Newark; Roseland	^
NEW JERSEY	Law Offices of Steven Robert Lehr	West Caldwell	\$
NEW JERSEY	Lowenstein Sandler	Roseland	
NEW JERSEY	McManus & Associates	New Providence	
NEW JERSEY	Merrill Lynch	Pennington	~
NEW JERSEY	MetLife	Morristown	
NEW JERSEY	Neff Aguilar	Redbank	\$ ~
NEW JERSEY	New Jersey Tax Court	Newark	
NEW JERSEY	Poe & Freireich	Florham Park; Morris County	
NEW JERSEY	Power Law Firm	Hackensack	^ € \$
NEW JERSEY	Prudential Financial	Newark	\$ ~
NEW JERSEY	Riker, Danzig, Scherer, Hyland & Perretti	Morristown	
NEW JERSEY	Rutgers University	New Brunswick	
NEW JERSEY	Schenck, Price, Smith & King	Florham Park	¥ ~
NEW JERSEY	Tax Consultants	Parsipny	
NEW JERSEY	Thomas S. Carlesi	Parsipny	
NEW JERSEY	Wells Fargo	Summit	\$
NEW JERSEY	Wolff & Samson	West Orange	~
NEW MEXICO	Scott & Kienzle	Albuquerque	¥ €
NEW MEXICO	Sommer, Udall, Hardwick, Ahern & Hyatt	Santa Fe	
NEW YORK	AIG American International Group	New York	~
NEW YORK	Akin Gump Strauss Hauer & Feld	New York	¥
NEW YORK	Alri (US)	New York	€
NEW YORK	Alston & Bird	New York	\$
NEW YORK	Alvarez & Marsal Taxand	New York	¥
NEW YORK	Alvin Ailey Dance Foundation	New York	
NEW YORK	American Express	New York	
NEW YORK	Amnesty USA	New York	¥

Sample of Tax LLM Job Listings/ Resume Collections

NEW YORK	Amster, Rothstein & Ebenstein	New York	
NEW YORK	Anchor Planning Group	New York	\$
NEW YORK	Andrew M. Lawler	New York	€
NEW YORK	Arrufat Gracia	New York	\$
NEW YORK	Audrey Golden Associates	Multiple; New York	¥ ¥
NEW YORK	Bain & Comapny	New York	^
NEW YORK	Baker & McKenzie	New York	
NEW YORK	Bank of Tokyo	New York	€
NEW YORK	Baruch College	New York	\$
NEW YORK	BDO United States	New York	\$
NEW YORK	Becker, Glynn, Melamed & Muffly	New York	¥ \$
NEW YORK	Berdon	New York	
NEW YORK	Bessemer Trust	New York	\$
NEW YORK	BHR Capital	New York	¥
NEW YORK	Bloomberg	New York	
NEW YORK	BNY Mellon	New York	\$
NEW YORK	Bond, Schoeneck & King	New York	
NEW YORK	Bosman Law Firm	Rome	€
NEW YORK	Brick & Patel	New York	\$
NEW YORK	Broach & Stulberg	New York	~
NEW YORK	Bryan Cave	New York	
NEW YORK	CA, Inc.	Islandia	\$
NEW YORK	Cadwalader, Wickersham & Taft	New York	^
NEW YORK	Cahill Gordon & Reindel	New York	\$
NEW YORK	Carnegie Council for Ethics in International Affairs	New York	^
NEW YORK	Carter & Associate Attorneys	New York	\$
NEW YORK	Center for Judicial Accountability	White Plains	€
NEW YORK	Chadbourne & Parke	New York	
NEW YORK	Chark	New York	
NEW YORK	City Bar Justice Center	New York	~
NEW YORK	Clifford Chance	New York	~
NEW YORK	Cohen Experts	New York	¥
NEW YORK	CohnReznick	New York	~
NEW YORK	Connections of New York	New York	
NEW YORK	Connell Foley	New York	¥
NEW YORK	Coughlin & Gerhart	Binghampton	\$ ~
NEW YORK	Cravath, Swaine & Moore	New York	
NEW YORK	Creizman	New York	€
NEW YORK	Crowe Horwath	New York	¥ ~
NEW YORK	Curtis, Mallet-Prevost, Colt & Mosle	New York	^ €
NEW YORK	Dada Entertainment	New York	^
NEW YORK	D'Agostino, Levine, Landesman & Lederman	New York	\$
NEW YORK	David Carrie	New York	~
NEW YORK	Davies Ward Phillips & Vineberg	New York	~
NEW YORK	Davis & Gilbert	New York	\$
NEW YORK	Davis Polk & Wardwell	New York	¥
NEW YORK	Debevoise & Plimpton	New York	\$
NEW YORK	Deloitte Tax	New York	¥ \$ ~
NEW YORK	Dentons	New York	\$
NEW YORK	Designers Management Agency	New York	^
NEW YORK	Diligent Board Member Services	New York	
NEW YORK	DLA Piper	New York	¥ ~
NEW YORK	Duff & Phelps	New York	
NEW YORK	Duval & Stachenfeld	New York	\$
NEW YORK	Economic & Social Rights State Accountability Initiative	New York	
NEW YORK	Edison Group	New York	
NEW YORK	Education Pioneers	New York	^
NEW YORK	Elegran Real Estate and Development Services	New York	¥ €

Sample of Tax LLM Job Listings/ Resume Collections

NEW YORK	Engle Lindsley Regan Search	New York	¥
NEW YORK	Ernst & Young	New York; Melville; Jericho	¥ \$
NEW YORK	Esseks, Hefter & Angel	New York	\$
NEW YORK	Eugenia M. Vecchio & Associates	New York	\$
NEW YORK	Feingold & Alpert	Multiple; New York	^
NEW YORK	Fifth Avenue Financial	New York	
NEW YORK	Flex-Time Lawyers	New York	\$
NEW YORK	Ford & Harrison	New York	
NEW YORK	Forefront Law Group	New York	\$
NEW YORK	Fort Hamilton Legal Office	Brooklyn	
NEW YORK	Fortress Investment Group	New York	
NEW YORK	Frank J. Glinsky	New York	~
NEW YORK	Freshfields Bruckhaus Deringer	New York	¥
NEW YORK	Frink-Hamlett Legal Solutions	New York	\$ ~
NEW YORK	Fulbright & Jaworski	New York	¥
NEW YORK	Gameloft	New York	¥
NEW YORK	Geller Group	New York	^
NEW YORK	Global Capital Finance Americas	Purchase	
NEW YORK	Goldstein Jones	New York	
NEW YORK	Gorlick, Kravitz & Listhaus	New York	~
NEW YORK	Grameen America	New York	€
NEW YORK	Grant Thornton	New York	\$
NEW YORK	Grassi & Co.	Gericho	\$
NEW YORK	Greenwich Consultants	New York	
NEW YORK	Grimaldi & Yeung	Brooklyn	
NEW YORK	Gucci Group	New York	¥
NEW YORK	Guggenheim Partners	New York	
NEW YORK	Guzov Ofsink	New York	¥
NEW YORK	H&C	New York	\$
NEW YORK	Halcyon Asset Management	New York	
NEW YORK	Harter Secrest & Emery	Rochester	~
NEW YORK	Hawkins Delafield & Wood	New York	~
NEW YORK	Hecht and Company	New York	~
NEW YORK	Herzfeld & Rubin	New York	
NEW YORK	Hiscock & Barclay	Syracuse	\$ ~
NEW YORK	Hodgson Russ	New York	
NEW YORK	Interpublic Group	New York	¥ € ~
NEW YORK	ION Trading	New York	\$
NEW YORK	IRS, Office of Chief Counsel	New York; Westbury	
NEW YORK	Israel Economic Mission	New York	¥
NEW YORK	ITT Corporation	White Plains	€
NEW YORK	J.H. Cohn	New York	
NEW YORK	Jajan	New York	€
NEW YORK	JAS	Rochester	¥
NEW YORK	Jefferies & Company, Inc.	New York	\$
NEW YORK	Jenner & Block	New York	
NEW YORK	JPMorgan Chase & Co.	New York	
NEW YORK	JPMorgan Private Bank	New York	
NEW YORK	Judge Eileen Rakower	New York	^
NEW YORK	Juliet P. Kalib, Attorney at Law	Multiple; New York	¥ € \$ ~
NEW YORK	Karen J. Tenenbaum	New York	^
NEW YORK	Katten Muchin Rosenman	New York	\$
NEW YORK	Kelley Drye & Warren	New York	\$
NEW YORK	Kellner Herlihy Getty & Friedman	New York	
NEW YORK	Kelly Law Registry	New York	
NEW YORK	KLS Professional Advisors Group	New York	\$
NEW YORK	KPMG	New York	^ ¥ \$
NEW YORK	Kuhn and O'Toole	Staten Island	\$

Sample of Tax LLM Job Listings/ Resume Collections

NEW YORK	Lance Valdez & Associates	New York	^
NEW YORK	Law Office of Alfreida B. Kenny	New York	\$
NEW YORK	Law Offices of Albert Gurevich	New York	\$
NEW YORK	Law Offices of Barry Leibowicz	Great Neck	^
NEW YORK	Law Offices of Donald G. Koch	New York	\$
NEW YORK	Law Offices of Gerstein & Yu	New York	
NEW YORK	Law Offices of Joanne R. Sternlieb	New York	^
NEW YORK	Law Offices of Lawrence E Fabian	New York	\$
NEW YORK	Law Offices of Stephen B. Kass	New York	^ \$
NEW YORK	Law Students in Action Project	Multiple	
NEW YORK	Law360	New York	~
NEW YORK	Lawline.com	New York	\$
NEW YORK	Legal Outreach	Long Island City	
NEW YORK	Lexidale	New York	¥
NEW YORK	Linda Heinberg, Esq.	New York	
NEW YORK	Long Island Railroad	Jamaica	
NEW YORK	LRG International	New York	\$
NEW YORK	Lyxor Asset Management	New York	^ €
NEW YORK	M Franklin Associates	New York	~
NEW YORK	MacDonald Lex	New York	\$
NEW YORK	MacMillan Publishers	New York	
NEW YORK	Macquarie Holdings	New York	
NEW YORK	Madama Grifffits O'Hara	New York	
NEW YORK	Mainichi Communication USA	New York	
NEW YORK	Marina Sirras & Associates	New York	~
NEW YORK	Marks Paneth & Shron	New York	¥
NEW YORK	Martha Stewart Living Omnimedia	New York	
NEW YORK	McDermott Will & Emery	New York	\$ ~
NEW YORK	McGladrey	New York	\$
NEW YORK	McKinsey & Company	New York	^
NEW YORK	Merchants Hospitality	New York	^
NEW YORK	Meridian Group International	New York	¥
NEW YORK	Mertz, Bitelman & Associates	New York	¥
NEW YORK	MetLife	Long Island City; New York	€ \$
NEW YORK	MFY Legal Services	New York	
NEW YORK	Michael Page	New York	~
NEW YORK	Milbank, Tweed, Hadley & McCloy	New York	¥
NEW YORK	Miller Canfield	New York	€
NEW YORK	Miriam Davidson Esq	New York	\$ ~
NEW YORK	Mitsubishi UFJ Securities, Inc.	New York	
NEW YORK	MONAEO	Multiple; New York	€
NEW YORK	Morgan, Lewis & Bockius	New York	\$
NEW YORK	Morici & Morici	New York	
NEW YORK	MTA, Metro-North Railroad	New York	¥
NEW YORK	National Financial Network	New York	
NEW YORK	Natixis	New York	
NEW YORK	Navigant Consulting	New York	~
NEW YORK	Neiger	New York	€
NEW YORK	New York City Office of the Mayor	New York	€
NEW YORK	New York Coordination Office of the World Intellectual Property Organization	New York	
NEW YORK	New York Institute for Continuing Education	New York	€
NEW YORK	New York State Office of the Attorney General	New York	~
NEW YORK	New York University School of Law	New York	
NEW YORK	Newman & Newman	New York	\$
NEW YORK	Nixon Peabody	Long Island; Rochester	\$ ~
NEW YORK	NYC Department of Finance	New York	¥

Sample of Tax LLM Job Listings/ Resume Collections

NEW YORK	Olshan Frome Wolosky	New York	~
NEW YORK	O'Melveny & Myers	New York	
NEW YORK	One World Research	New York	
NEW YORK	Partners Group	New York	^
NEW YORK	Patterson Belknap Webb & Tyler	New York	^
NEW YORK	Paul, Hastings, Janofsky & Walker	New York	\$
NEW YORK	Paul, Weiss, Rifkind, Wharton & Garrison	New York	€
NEW YORK	Philip Morris International	New York	
NEW YORK	Phillips Lytle	Buffalo	€
NEW YORK	Practising Law Institute	New York	€
NEW YORK	Proskauer Rose	New York	~
NEW YORK	Prospect Capital Corporation	New York	\$ ~
NEW YORK	Purrington Moody Weil	New York	¥
NEW YORK	PwC	New York	¥
NEW YORK	R. Kunstadt	New York	^
NEW YORK	Re:Sources USA	New York	¥
NEW YORK	Reed Smith	New York	€ \$
NEW YORK	Regulatory Compliance Association	New York	~
NEW YORK	Resources Global Professionals	New York	\$
NEW YORK	Robert I. Lax	New York	
NEW YORK	Roberts & Holland	New York	\$
NEW YORK	Rosen Seymour Shapss Martin & Company	New York	~
NEW YORK	Rosensteel & Beckmann	New York	
NEW YORK	Rosensteel Law	New York	
NEW YORK	Sagal & Winters	New York	€
NEW YORK	Satterlee Stephens Burke & Burke	New York	~
NEW YORK	Sellers International	New York	€
NEW YORK	Seward & Kissel	New York	^ ~
NEW YORK	Shearman & Sterling	New York	~
NEW YORK	Sichenzia Ross Friedman Ference	New York	
NEW YORK	Sidley Austin	New York	¥ € \$ ~
NEW YORK	Simpson Thacher & Bartlett	New York	
NEW YORK	Skadden, Arps, Slate, Meagher & Flom	New York	
NEW YORK	Social Security Administration, Office of the General Counsel	New York	
NEW YORK	Sotheby's	New York	\$
NEW YORK	SourceRight Solutions	New York	\$
NEW YORK	Squire Sanders	New York	¥
NEW YORK	Standard New York Securities	New York	
NEW YORK	Stein Riso Mantel	New York	
NEW YORK	Sutherland	New York	^ ¥ €
NEW YORK	Tarshis, Catania, Liberth, Mahon & Milligram	Newburgh	^
NEW YORK	Teigland, Hunt	New York	¥
NEW YORK	The Andrew W. Mellon Foundation	New York	~
NEW YORK	The Forefront Group	New York	€
NEW YORK	The Law Office of Thaniel J. Beinert & Associates	Brooklyn	
NEW YORK	The Law Offices of Adam B. Cohen	New York	
NEW YORK	The Law Offices of Donald G. Koch	New York	¥ ~
NEW YORK	The New York Community Trust	New York	
NEW YORK	The New York Times Company	New York	¥
NEW YORK	The Peter Cicchino Youth Project (YP)	Multiple; New York	¥
NEW YORK	The Telx Group	New York	
NEW YORK	The US-China Legal Exchange Foundation	New York	
NEW YORK	The Webman Group	New York	
NEW YORK	Thomson Reuters	New York	\$ ~
NEW YORK	Tishman Speyer	New York	¥
NEW YORK	Tower Research Capital	New York	\$
NEW YORK	Trick A. Mullin, Esq	New York	¥ € \$ ~
NEW YORK	Troutman Sanders	New York	

Sample of Tax LLM Job Listings/ Resume Collections

NEW YORK	US Trust, Bank of America Private Wealth Management	New York	\$
NEW YORK	Viacom	New York	
NEW YORK	Vittoria Purdy & Cavallaro	New York	~
NEW YORK	WeiserMazars	New York	^ \$
NEW YORK	White & Case	New York	
NEW YORK	Whiteman Osterman & Hanna	Albany	~
NEW YORK	Willkie Farr & Gallagher	New York	€
NEW YORK	WilmerHale	New York	
NEW YORK	Windels Marx Lane & Mittendorf	New York	\$
NEW YORK	Winget, Spadafora & Schwartzberg	New York	
NEW YORK	Worklight Pro	New York	¥
NEW YORK	WTP Advisors	White Plains	¥
NEW YORK	YMCA Retirement Fund	New York	¥
NEW YORK	ZAG/ S&W	New York	
NORTH CAROLIN	Chris C. Crenshaw Financial Services	Durham	\$ ~
NORTH CAROLIN	Culp, Elliott & Carpenter	Charlotte	€ \$
NORTH CAROLIN	Duke Law School	Durham	^ ¥
NORTH CAROLIN	Ernst & Young	Charlotte	¥
NORTH CAROLIN	Kennedy Covington Lobdell & Hickman	Charlotte	
NORTH CAROLIN	Moore & Van Allen	Charlotte	~
NORTH CAROLIN	Nexsen Pruet	Charlotte	~
NORTH CAROLIN	Parker Poe Adams & Bernstein	Charlotte	\$
NORTH CAROLIN	Poyner & Spruill	Raleigh	
NORTH DAKOTA	Talon Performance Group		~
OHIO	Bricker & Eckler	Columbus	
OHIO	Calfee, Halter & Griswold	Cleveland	
OHIO	Ernst & Young	Cleveland	
OHIO	Graydon Head & Ritchey	Cincinnati	\$
OHIO	Internal Revenue Service	Cincinnati	^
OHIO	Kohnen & Patton	Cincinnati	\$
OHIO	Squire Sanders	Cleveland; Columbus	¥ €
OHIO	The Legal Aid Society of Cleveland	Cleveland	
OHIO	Thompson Hine	Cleveland	~
OHIO	Walter & Haverfield	Cleveland	
OKLAHOMA	McAfee & Taft	Oklahoma City	€
OREGON	Bullard Smith Jernstedt Wilson	Portland	
OREGON	Garvey Schubert Barer	Portland	~
OREGON	Holland & Knight	Portland	\$
OREGON	KPMG	Portland	
OREGON	Miller Nash	Portland	
OREGON	Stoel Rives	Portland	\$
PENNSYLVANIA	Advanced Legal Placement	Philadelphia	\$
PENNSYLVANIA	Ballard Spahr	Philadelphia	~
PENNSYLVANIA	Birns & Goff	Philadelphia	
PENNSYLVANIA	Chamberlain, Hpardlicka, White, Williams & Aughtry	West Conchohocken	\$
PENNSYLVANIA	Cohen & Grigsby	Pittsburg	\$
PENNSYLVANIA	Dilworth Paxson	Philadelphia	~
PENNSYLVANIA	Drinker Biddle & Reath	Philadelphia	\$
PENNSYLVANIA	Duane Morris	Philadelphia	\$
PENNSYLVANIA	Heckscher, Teillon, Terrill & Sager	W. Conshohocken	\$
PENNSYLVANIA	LegacyAdvisors	Plymouth Meeting	\$
PENNSYLVANIA	Stradley Ronon Stevens & Young	Philadelphia	\$
PENNSYLVANIA	Ballard Spahr	Philadelphia	
PENNSYLVANIA	Blank Rome	Philadelphia	\$
PENNSYLVANIA	Community Legal Services	Philadelphia	
PENNSYLVANIA	Deloitte Tax	Philadelphia	
PENNSYLVANIA	Morgan, Lewis & Bockius	Philadelphia; Pittsburgh	\$

Sample of Tax LLM Job Listings/ Resume Collections

PENNSYLVANIA	Myers, Brier & Kelly	Scranton	~
PENNSYLVANIA	Pepper Hamilton	Philadelphia	^
PENNSYLVANIA	The Glenmede Trust Company	Philadelphia	~
SOUTH CAROLINA	K&L Gates	Charleston	~
SOUTH DAKOTA	Aligning for Responsible Mining	Pine Ridge	
TENNESSEE	Bass Berry & Sims	Nashville	\$
TENNESSEE	Burch, Porter & Johnson	Memphis	\$
TENNESSEE	Harwell Howard Hyne Gabbert & Manner	Nashville	€
TENNESSEE	Holbrook Peterson & Smith	Knoxville	
TENNESSEE	Holton Blackstone & Mayberry	Nashville	
TENNESSEE	Adams and Reese	Nashville	
TEXAS	alliantgroup	Houston	~
TEXAS	Baker & McKenzie	Houston	^ \$
TEXAS	Chamberlain, Hpardlicka, White, Williams & Aughtry	San Antonio	€ ~
TEXAS	City of Houston Department of Works and Engineering Resource Management	Houston	¥
TEXAS	Crady, Jewett & McCulley	Houston	¥ €
TEXAS	Eaton	Houston	~
TEXAS	Essex Resources	Frisco	^
TEXAS	Field, Manning, Stone, Hawthorne & Aycock	Lubbock	\$
TEXAS	Fizer Beck	Houston	\$
TEXAS	Haynes and Boone	Dallas; Houston	~
TEXAS	Holton Blackstone & Mayberry	Nashville	¥
TEXAS	Internal Revenue Service	Dallas	¥
TEXAS	IRS, Office of Chief Counsel	Dallas	
TEXAS	Meadows, Collier, Reed, Cousins, Crouch, & Ungerman	Dallas	¥
TEXAS	Morgan, Lewis & Bockius	Dallas	
TEXAS	Ryan Law Firm	Austin; Dallas	~
TEXAS	ScottHulse	El Paso	¥ \$
TEXAS	Shell Oil Company	Houston	€
TEXAS	Social Security Administration, Office of the General Counsel	Dallas	
TEXAS	Texas Tech University	Lubbock	^
TEXAS	The Feldman Law Firm	Houston	\$
TEXAS	The Remmick Group	Austin	
TEXAS	Windsor Consultants Inc.	Houston	\$
VERMONT	Paul Frank + Collins	Burlington	^
VIRGINIA	Bureau of National Affairs	Arlington	
VIRGINIA	Department of the Navy, Office of the General Counsel	Norfolk	¥
VIRGINIA	Ernst & Young	McLean	
VIRGINIA	Flott & Co.	Arlington	^
VIRGINIA	MicroStrategy	McLean	^
VIRGINIA	Norfolk Southern Corporation	Norfolk	\$
VIRGINIA	Odin, Feldman & Pittleman	Fairfax	\$
VIRGINIA	Virginia Department of Taxation	Richmond	
WASHINGTON	Carney Badley Spellman	Seattle	\$
WASHINGTON	Foster Pepper	Seattle	
WASHINGTON	Jeffers, Danielson, Sonn & Aylward	Wenatchee	¥
WASHINGTON	KPMG	Seattle	¥
WASHINGTON	Perkins Coie	Bellevue; Seattle	¥ ~
WASHINGTON	Social Security Administration, Office of the General Counsel	Seattle	
WASHINGTON	Washington State Department of Revenue	Olympia	~
WEST VIRGINIA	Spilman Thomas & Battle	Charleston	¥

Tax LLM Employers (as reported by Grads)

EMPLOYER	Year
4Refuel	^
Ahrens & DeAngeli	°
Allen and Overy	
Alliantgroup	^\$
Alston & Bird	¥ *
Altria Corp. Services	
Alvarez and Marsal	
Ampacet Corporation	
Andreozi Bluestein, Fickess, Muhlbauer Weber, Brown	\$
Andrew S Hartman Law Firm	\$
Andrews Davis	
Arboleda Brechner	^
Armstrong Allen	
Ayers Warren Shelton Williams	¥
Baker & Hostetler	°
Baker & McKenzie	° *
Baker Botts	
Baker Donelson Bearman Caldwell & Berkowitz	¥
Baker Newman Noyes	\$
Balch & Bingham	
Baldwin, Haspel, Burke, & Mayer	\$
Bass Berry & Sims	
BDO	*
Belin McCormick	^
Berdon	
Bergman & Rothstein	¥
Berliner Cohen	^
Best Best & Krieger	^
Bingham Greenbaum	
Bingham McCutchen	¥
Blitman & King	
Bodman	
Bond Schoeneck and King	
Bosso Williams	
Bracewell Giuliani	
Bradley Arant Rose & White	*
Brown Rudnick	\$
Brunini	\$
Bryan Cave	¥\$
Bullivant Houser Bailey	
Butler Snow O'Mara Stevens & Cannada	¥
Butzel Long	
Cadwalader Wickersham & Taft	¥
Cahill Gordon & Reindel	¥
California State Board of Equalization	
Carter Ledyard & Milburn	

Tax LLM Employers (as reported by Grads)

Chadbourn & Parke	
Chamberlain Hrdlicka White Williams & Martin	°
CIT Group Inc	°
Citi	¥
Clawson and Staubes	°
Cleary Gottlieb	¥
Clifford Chance	° ^
CohnReznick	\$
Convicer, Percy & Green	¥
Cooley	^
Coughlin Duffy Kelly Lisovicz Midlige & Wolff	
Covington & Burling	
Cox Castle & Nicholson	
Cox Smith Matthews	
Cravath Swaine & Moore	¥
Crowe & Dunlevy	° ¥
Crowe Horwath	^ *
Culp Elliott & Carpenter	¥ \$ *
Cummings & Lockwood	
Dallo Law Group	\$
Davis & Harman	¥
Davis Polk & Wardwell	¥S *
Davis Wright Tremaine	
Debevoise & Plimpton	
Dechert	*
Deloitte	° ^ ¥S *
Dentons	\$ *
DLA Piper	° ¥S
Dow Lohnes	
Downey Brand	
Drinker Biddle & Reath	
Duane Morris	¥
Duffey Law Firm	\$
Dunnington Bartholow & Miller	
Dunwody White & Landon	
Durrell Law Group	\$
Eisner	^
Ellis Lawhorne & Sims	¥
Ernst & Young	° ^ ¥S *
Evans Carter Kunes & Bennett	^
Faraci & Faraci	°
Farmer & Associates	*
Federal Energy Regulatory Commission	°
Feingold & Alpert	° ^S
Fenwick & West	
Field, Manning, Stone, Hawthorne & Aycock	\$
Flanigan Law Group	*

Tax LLM Employers (as reported by Grads)

Florida Coastal School of Law	°
Flott & Co.	°
Foulston Siefkin	° *
Freshfields Bruckhaus Deringer	^
Friday Eldredge & Clark	¥
Fried Frank Harris Shriver & Jacobson	
Frost & Associates	*
Fulbright & Jaworski	°S *
Gadgetell.com	
Gardere Wynne Sewell	
Garvey Schubert Barer	°
Gibson Hotchkiss Roach & Davenport	
Gilmore & Bell	*
Gilpin Glvhan	*
Givner & Kaye	\$
Glaser Weil	¥
Glinn Somera & Silva	
Golan & Christie	
Goldman & Kramer	
Goldman Sachs Trust	^ ¥
Goodwin Procter	*
Grant McCarthy Group	
Graves Dougherty Hearon & Moody	^
Gray Plant Mooty	\$
Greenberg Dauber Epstein Tucker	
Greenberg Traurig	
Greenspoon Marder	¥
Guggenheim Partners	° ¥
Gunster	¥
Hale Lane Peek Dennison & Howard	
Hand Arendall	
Hartzog Conger Cason & Neville	°
Hawkins Delafield & Wood	^
Haynes & Boone	¥ *
Haynsworth Sinkler Boyd	
Henson & Efron	
Hines Norman Hines	*
Hochman Salkin Rettig Toscher & Perez	^S
Hodgson Russ	°
Hogan Lovells	¥
Holland & Hart	
Holland & Knight	
Holton Blackstone & Mayberry	°
Howard & Mobley	¥
Hughes Hubbard & Reed	*
Husch Blackwell	\$
IBFD	*

Tax LLM Employers (as reported by Grads)

IBM Corporation	◦
Ingram Yuzek Gainen Carroll & Bertolotti	¥
Ingwersen & Taylor	\$
International Center for Tax and Development	\$
Interpublic Group	^
IRS Office of Chief Counsel	◦ ^ ¥ *
J.P. Morgan Europe Limited	
Jackson Kelly	
Jackson Lewis	^
Jackson Walker	\$
Jaeckle Fleischmann & Mugel	\$
Jeffer Mangels Butler & Marmaro	¥
John Silberman Associates	
Johnston Barton Proctor & Rose	◦
Jones Day	¥ *
Jones Vargas	^
Jones Walker	
K&L Gates	¥
Kallina & Associates	
Karen J. Tenenbaum	^
Kilpatrick Stockton	◦
King & Spalding	*
Kirkland & Ellis	^ \$
Kohnen and Patton	\$
Kozusko Harris Duncan	\$
KPMG	◦ ^ ¥ S *
Lane Powell	¥
Lanier Ford Shaver & Payne	^
Larrea & Ortega	◦
Latham & Watkins	^ ¥
Lathrop & Gage	¥
Law Offices of Carla DeLoach Bryant	◦
Law Offices of Cyrus A. Jamehdor	◦
Law Offices of Donald G. Koch	\$
Law Offices of Richard Carpenter, Tax Attorney	\$
Legal Fee Advisors	*
Levine Desantis	\$
Lewis and Roca	^
Liskow & Lewis	
Loeb & Loeb	^
Lowenstein Sandler	
Lukins & Annis	
Manatt Phelps & Phillips	
Mandelbaum Salsburg	
Marjorie Roberts	*
MassMutual Financial Group	
Mayer Brown	¥

Tax LLM Employers (as reported by Grads)

McAfee & Taft	
McCarter & English	\$
McConnell Valdes	°
McDermott	\$ *
McDonough Holland and Allen	
McGuire Woods	
Meadows Collier Reed Cousins Crouch & Ungerman	^S
Meltzer Lippe Goldstein & Breitstone	¥
Mercer	^
Merline & Meacham	
METLife	\$
Miller Nash	
Moalem Weitemeyer Bendtsen	°
Moodys LLP Tax Advisors	\$
Morgan Lewis & Bockius	° ^ ¥
Morris Nichols Arsht & Tunnell	\$
Morris, Manning & Martin	*
Morrison & Foerster	^ *
Moulton Bellingham Longo & Mather	
Muchnick Golieb + Golieb	^
Murphy Pearson Bradley & Feeney	\$
Neiger	°
Nelson Mullins	\$
Nexsen Pruet	¥
O' Donnell McCord & DeMarzo	°
Odin Felman & Pittleman	
OECD	*
O'Melveny & Myers	
ORIX USA Corp / Houlihan Lokey Howard & Zukin	
Orrick Herrington & Sutcliffe	
Otten Johnson	^
Otterbourg Steindler Houston & Rosen	°
Parker Poe	^
Parr & Associates	^
Partners Group	°
Patterson Belknap Webb & Tyler	
Paul Hastings Janofsky & Walker	*
Pearl Meyer	¥
Pepple Cantu Schmidt	¥
Perkins Coie	¥
Phelps Dunbar	
Philips Lytle	\$
Pillsbury Winthrop	
Plante Moran	\$
Podell Schwartz Schechter & Banfield	
Poe & Freireich	
Polsinelli Sholtan Welte & Suelthaus	

Tax LLM Employers (as reported by Grads)

Porter & Hedges	°
Primmer Piper Eggleston & Cramer	^
Proskauer Rose	¥
Prudential	*
Purrington Moody Weil	
PwC	° ^ ¥\$ *
Quarles & Brady	\$
R. Thomas Murphy and Associates	°
Rattagan Machiavello Arocena & Pena Robirosa	°
Reid Glynn	\$
Revlon	
Roberts & Holland	*
Rodney Dickason Sloan Akin & Ribb	
Ropes & Gray	^ ¥ *
Rose Law Firm	
Rothgerber Johnson & Lyons	
Royse Law Firm	
RSM McGladrey	° ¥
Ryan Law	*
Saalfeld Griggs	
Satterlee Stephens Burke & Burke	
Saul Ewing	
Schnader Harris	*
Schottenstein Zox & Dunn Co.	^
Schulte Roth & Zabel	^
Schurig Jetel Beckett Tackett	^
Schwartz, Steinsapir, Dohrmann & Sommers	\$
Selzer & Gurvitch	*
Seravia	°
Seward & Kissel	^
Seyferth Shaw	
Sharp Kemm	° ¥
Shearman & Sterling	¥
Sheppard Mullin Richter & Hampton	
Shipman & Goodwin	*
Sidley Austin	^ ¥\$
Simpson Thacher & Bartlett	
Sirote & Permutt	*
Skadden Arps Slate Meagher & Flom	^ ¥ *
Smith Carney	
Smith Gambrell and Russell	
Smith Hurst	\$
SMU Dedman School of Law	*
Snell & Wilmer	\$
Snow Becker Krauss	
Sorin Royer Cooper	^
Springs & Associates	^

Tax LLM Employers (as reported by Grads)

Sprouse Shrader Smith	*
Squire Sanders	\$
Steefel Levitt and Weiss	
Stein Sperling	\$
Stewart Melvin & Frost	^
Stewart Shortridge & Fitzke	°
Stinson Morrison Hecker	*
Stoel Rives	
Stone Pigman Wather Wittmann	
Sukenik Segal & Graff	
Sullivan & Cromwell	¥
Sutherland Asbill & Brennan	¥\$
Taft, Stettinius and Hollister	*
Tax Analysts	¥
The Forefront Law Group	¥
The Sherwin-Williams Co.	
Thede Culpepper	^
Thomas & Fisher	
Thompson & Henry	
Thompson & Knight	¥\$
Thompson Hine	*
Thorp Reed & Armstrong	^
Trenam Kemker	\$
Troutman Sanders	
Ullman & Associates	
University of Buffalo Law School	
University of Hawaii at Manoa	
US Bankruptcy Court	\$
US Department of Justice Tax Division	°
US Equal Employment Opportunity Commission	^
US Senate, Finance Committee	*
US Tax Court	° ^ ¥\$*
Value Recovery Group	¥
Van Cott, Bagley, Cornwall & McCarthy	\$
Vanderbilt University University of Louisville	°
VDB Loi	\$
Venable	
Vinson & Elkins	\$
Vittoria Purdy & Cavallaro	*
Waller Lansden Dortch & Davis	
Warner Smith & Harris	
Watkins Ludlam Winter Stennis	
Weil Gotshal & Manges	S
WeiserMazars	¥\$*
White & Allen	*
White & Case	\$
Williams & Anderson	

Tax LLM Employers (as reported by Grads)

Willkie Farr and Gallagher	\$ *
Wilson Sonsini Goodrich & Rosati	
Winston & Strawn	
Withers Bergman	^ ¥
Witherspoon Kelley Davenport & Toole	^
Withum Smith & Brown	*
Wood	¥ *
Wood Crapo	°
WTAS	\$ *
Wyatt Tarrant & Combs	
Young Clement Rivers	°
Yu Investment Management	*
Zuckerman & McQuiller	\$

2014 International Student Interview Program Employer List

Employer	Countries of Law Degree	Selected Offices
ABELS Avocats (Geneva, Switzerland)	Switzerland	Geneva, Switzerland
Alfaro-Abogados (Buenos Aires)	Argentina	Buenos Aires
Allen & Overy (Amsterdam)	France, Luxembourg, Netherlands, Belgium	Brussels, Luxembourg, Amsterdam, Antwerp
Allen & Overy (Bangkok)	Myanmar, Thailand, Vietnam	Ho Chi Minh City, Bangkok, Hanoi
Allen & Overy (Beijing)	Hong Kong, Taiwan, Republic of China, China (PRC)	Shanghai, Beijing
Allen & Overy (Frankfurt)	Germany	Hamburg, Mannheim, Düsseldorf, Frankfurt, Munich
Allen & Overy (Madrid)	Spain	Madrid
Allen & Overy (Milan)	Italy	Milan
Allen & Overy (Moscow)	Georgia, Hungary, Kazakhstan, Kyrgyzstan, Moldova, Republic of Poland, Romania, Russia, Slovakia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan, Armenia, Azerbaijan, Belarus, Czech Republic	Slovak Republic, Prague, Bratislava, Budapest, Warsaw, Moscow
Allen & Overy (Paris)	Ethiopia, Gabon, Gambia, Ghana, Guyana, Kenya, Malawi, Mali, Morocco, Namibia, Niger, Nigeria, Rwanda, Senegal, Somalia, South Africa, Uganda, Zambia, Zimbabwe, Angola, Algeria, Botswana, Cameroon, Central African Republic, Chad, Egypt	Paris
Allen & Overy (Saudi Arabia)	Saudi Arabia, Turkey	Dubai, Saudi Arabia, Istanbul
Altenburger LTD legal + tax (Zurich)	Switzerland	Lugano, Geneva, Zurich
Arendt & Medernach (Luxembourg)	France, Germany, Ireland, Italy, Luxembourg, Netherlands, Poland, Portugal, Romania, Russia, Spain, Sweden, Switzerland, Ukraine, United Kingdom, Austria, Belgium	Luxembourg
Arnold & Porter (Washington, DC)	Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Portugal, Uruguay, Venezuela, Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador	Washington, DC
August & Debouzy (Paris)	France	Paris
Ayache, Salama & Associés to Ayache Salama (Paris)	France	Paris
Azevedo Sette Advogados (São Paulo)	Brazil	São Paulo
Baker & McKenzie (Amsterdam)	Netherlands	Amsterdam

Baker & McKenzie (Bangkok)	France, Germany, Hong Kong, Hungary, Indonesia, Italy, Japan, Kazakhstan, Luxembourg, Malaysia, Mexico, Morocco, Netherlands, Peru, Philippines, Poland, Qatar, Russia, Saudi Arabia, Singapore, South Africa, Spain, Sweden, Switzerland, Taiwan, Republic of China, Thailand, Turkey, Ukraine, United Arab Emirates, United Kingdom, Venezuela, Vietnam, Argentina, Australia, Austria, Azerbaijan, Bahrain, Belgium, Brazil, Canada, Chile, China (PRC), Colombia, Czech Republic, Egypt	Bangkok
Baker & McKenzie (Barcelona)	Spain	Barcelona
Baker & McKenzie (Bogota)	Mexico, Peru, Venezuela, Argentina, Brazil, Chile, Colombia	Bogota
Baker & McKenzie (Brazil)	Brazil	Brazil, Porto Alegre, São Paulo, Rio de Janeiro, Brasília
Baker & McKenzie (Brussels)	Belgium	Brussels
Baker & McKenzie (Chicago)	Mexico, Spain	Chicago
Baker & McKenzie (Frankfurt)	Germany	Frankfurt
Baker & McKenzie (Lima)	Peru	Lima
Baker & McKenzie (Madrid)	Spain	Madrid
Baker & McKenzie (Mexico City)	Mexico	Mexico City
Baker & McKenzie (Zürich)	Switzerland	Zürich
Barrera, Siqueiros y Torres Landa (Mexico City)	Mexico	Mexico City
Bär & Karrer (Zürich)	Switzerland	Zürich
BDO USA, (New York, NY)	Hong Kong, Taiwan, Republic of China, China (PRC)	New York, NY
Beijing IParagon Law Firm (Beijing, China)	Hong Kong, Taiwan, Republic of China, China (PRC)	Beijing, China
Bill Isenegger Ackermann AG (Zürich)	Switzerland	Zürich
Binder, Groesswang Rechtsanwälte (Vienna)	Austria	Vienna
Bird & Bird (Düsseldorf)	Finland, France, Germany, Hong Kong, Hungary, Italy, Netherlands, Poland, Spain, Sweden, Taiwan, Republic of China, United Kingdom, Belgium, China (PRC), Czech Republic, Denmark	Düsseldorf
Blum&Grob Attorneys at Law Ltd. (Zurich, Switzerland)	Switzerland	Zurich, Switzerland

Bonelli Errede Pappalardo-Studio Legale (Milan)	Italy	Milan
Bonn & Schmitt (Luxembourg)	France, Germany, Ireland, Italy, Luxembourg, Sweden, Switzerland, Austria, Belgium, Denmark	Luxembourg
BONN STEICHEN & PARTNERS (Luxembourg)	France, Germany, Ireland, Italy, Luxembourg, Belgium	Luxembourg
Broad & Bright Law Firm (Beijing/Shanghai/Guangzhou)	China (PRC)	Beijing/Shanghai/Guangzhou
Buse Heberer Fromm (Berlin)	Germany	Düsseldorf, Berlin, Munich, Berlin, Hamburg, Essen, Frankfurt
Campos Mello (Rio de Janeiro)	Brazil	São Paulo, Rio de Janeiro
Cardenas & Cardenas Abogados (Bogota, Colombia)	Colombia	Bogota, Colombia
Carrard & Associés (Lausanne)	Switzerland	Lausanne
Carroll, Burdick & McDonough (San Francisco, CA)	Germany, Hong Kong, Taiwan, Republic of China, China (PRC)	San Francisco, CA
Cerha Hempel Spiegelfeld Hlawati (Vienna, Austria)	Germany, Hungary, Romania, Slovakia, Austria, Belarus, Bulgaria, Czech Republic	Bucharest, Romania, Prague, Minsk, Belarus, Timisoara, Romania, Budapest, Hungary, Bratislava, Slovakia, Vienna, Austria, Sofia, Bulgaria
Chadbourn & Parke (New York - Spanish speakers)	Mexico, Peru, Spain, Uruguay, Venezuela, Argentina, Chile	New York - Spanish speakers
Chadbourn & Parke (New York - Turkish and Arabic speakers)	Iran, Islamic Republic of, Iraq, Lebanon, Saudi Arabia, Turkey	New York - Turkish and Arabic speakers
Chadbourn & Parke (New York City - Portuguese speakers)	Brazil	New York City - Portuguese speakers
Chiomenti Studio Legale (New York)	Hong Kong, Italy, Taiwan, Republic of China, China (PRC)	Milan, New York, Brussels, Beijing, Hong Kong, Rome, London
Cleary Gottlieb Steen & Hamilton (Abu Dhabi- Preferred Arabic Speakers)	All Countries of Law Degree	Abu Dhabi- Preferred Arabic Speakers

Cleary Gottlieb Steen & Hamilton (Brussels)	Estonia,Finland,France,Germany,Greece,Hungary,Iceland,Ireland,Italy,Latvia,Liechtenstein,Lithuania,Luxembourg,Malta,Netherlands,Norway,Poland,Portugal,Romania,Slovakia,Slovenia,Spain,Sweden,Switzerland,United Kingdom,Austria,Belgium,Bulgaria,Cyprus,Czech Republic,Denmark	Brussels
Cleary Gottlieb Steen & Hamilton (Frankfurt)	Germany	Frankfurt,Cologne
Cleary Gottlieb Steen & Hamilton (London)	India,New Zealand,United Kingdom,Australia,Canada	London
Cleary Gottlieb Steen & Hamilton (Moscow)	Russia	Moscow
Cleary Gottlieb Steen & Hamilton (New York)	Guatemala,Honduras,Mexico,Nicaragua,Panama,Paraguay,Peru,Spain,Uruguay,Venezuela,Argentina,Bolivia,Brazil,Chile,Colombia,Costa Rica,Cuba,Dominican Republic,Ecuador,El Salvador	New York
Cleary Gottlieb Steen & Hamilton (Paris)	France,Iraq,Jordan,Kuwait,Lebanon,Morocco,Oman,Qatar,Saudi Arabia,Syrian Arab Republic,Tunisia,United Arab Emirates,Yemen,Algeria,Bahrain	Paris
Cleary Gottlieb Steen & Hamilton (Rome)	Italy	Milan,Rome
Clifford Chance (Beijing)	Hong Kong,Taiwan, Republic of China,China (PRC)	Beijing
Clifford Chance (Brussels)	Belgium	Brussels
Clifford Chance (Dubai)	Saudi Arabia	Dubai
Clifford Chance (Frankfurt)	Germany	Frankfurt
Clifford Chance (Luxembourg)	France,Germany,Luxembourg,Belgium	Luxembourg
Clifford Chance (Madrid)	Spain	Madrid
Clifford Chance (New York)	Guatemala,Honduras,Mexico,Nicaragua,Panama,Paraguay,Peru,Portugal,Spain,Uruguay,Venezuela,Argentina,Belize,Bolivia,Brazil,Chile,Colombia,Ecuador,El Salvador	New York
Clifford Chance (Paris)	France	Paris
Clifford Chance- Finance (Finance Washington, DC)	Guatemala,Honduras,Mexico,Nicaragua,Panama,Paraguay,Peru,Portugal,Spain,Uruguay,Venezuela,Argentina,Belize,Bolivia,Brazil,Chile,Colombia,Ecuador,El Salvador	Finance Washington, DC

Clifford Chance- Global Antitrust (London)	France, Germany, Spain, United Kingdom, Austria, Belgium	London
Clifford Chance- L&DR (LD&R Washington, DC)	Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Portugal, Spain, Uruguay, Venezuela, Argentina, Belize, Bolivia, Brazil, Chile, Colombia, Ecuador, El Salvador	LD&R Washington, DC
CMS Bureau Francis Lefebvre (Neuilly-sur-Seine, France)	France	Neuilly-sur-Seine, France
CMS Cameron McKenna (London)	Estonia, Finland, France, Georgia, Germany, Greece, Hong Kong, Hungary, Iceland, India, Ireland, Italy, Luxembourg, Monaco, New Zealand, Poland, Portugal, Romania, Russia, Singapore, South Africa, Sweden, Switzerland, Taiwan, Republic of China, Turkey, Ukraine, United Arab Emirates, United Kingdom, Palestine, Australia, Austria, Belgium, Brazil, Canada, China (PRC), Cyprus, Czech Republic, Denmark	London
CMS Hasche Sigle (Berlin)	Germany	Hamburg, Munich, Frankfurt, Berlin, Stuttgart, Köln, Düsseldorf, Leipzig
CMS Reich-Rohrwig Hainz (Vienna)	Slovakia, Slovenia, Turkey, Ukraine, Serbia and Montenegro, Austria, Bosnia and Herzegovina, Bulgaria, Croatia	Istanbul, Zagreb, Sarajevo, Belgrade, Sofia, Kiev, Vienna, Ljubljana
CMS von Erlach Henrici (Zürich)	Switzerland	Zürich
Corvel (Hamburg)	Germany	Hamburg
COSTA, WAISBERG E TAVARES PAES SOCIEDADE DE ADVOGADOS (São Paulo)	Brazil	São Paulo
Cravath, Swaine & Moore (London)	France, Germany, Italy, New Zealand, Switzerland, United Kingdom, Australia, Austria	London
Cuatrecasas, Gonçalves Pereira (New York)	Spain	New York
Curtis, Mallet-Prevost, Colt & Mosle (New York)	France, Germany, Iran, Islamic Republic of, Iraq, Italy, Kazakhstan, Kuwait, Mexico, Oman, Russia, Spain, Turkey, Turkmenistan, Uganda, United Kingdom, Uzbekistan, Venezuela, Afghanistan, Argentina, Azerbaijan, Brazil, Colombia	New York

DaHui Lawyers (Beijing)	Hong Kong,Ireland,Israel,Japan,Korea, Republic of,Macau,New Zealand,Singapore,Taiwan, Republic of China,United Kingdom,Tibet,Australia,Canada,China (PRC)	Beijing
Darros Villey Maillot Brochier (Paris, France)	France	Paris, France
Davis Polk & Wardwell (Beijing)	All Countries of Law Degree	Beijing
Davis Polk & Wardwell (Hong Kong India Practice)	All Countries of Law Degree	Hong Kong India Practice
Davis Polk & Wardwell (Hong Kong)	All Countries of Law Degree	Hong Kong
Davis Polk & Wardwell (London)	All Countries of Law Degree	London
Davis Polk & Wardwell (Madrid)	All Countries of Law Degree	Madrid
Davis Polk & Wardwell (Paris)	All Countries of Law Degree	Paris
Davis Polk & Wardwell (São Paulo)	All Countries of Law Degree	São Paulo
Davis Polk & Wardwell (Tokyo)	All Countries of Law Degree	Tokyo
De Brauw Blackstone Westbroek (Amsterdam)	Germany,Hong Kong,India,Netherlands,Taiwan, Republic of China,United Kingdom,Brazil,China (PRC)	London,Amsterdam,Brussels,New York,Singapore,Shanghai
De Pardieu Brocas Maffei (Paris)	France,United Kingdom,Belgium	Paris
Debevoise & Plimpton LLC (New York, NY - Corporate)	Guatemala,Haiti,Honduras,Mexico,Nicaragua,Panama,Paraguay,Peru,Portugal,Spain,Uruguay,Venezuela,Argentina,Bolivia,Brazil,Chile,Colombia,Costa Rica,Cuba,Dominican Republic,Ecuador,El Salvador	New York, NY - Corporate
Debevoise & Plimpton (Frankfurt)	Germany,Switzerland,Austria	Frankfurt
Debevoise & Plimpton (Hong Kong)	Hong Kong,Taiwan, Republic of China,China (PRC)	Hong Kong
Debevoise & Plimpton (London)	India	London
Debevoise & Plimpton (Moscow)	Russia	Moscow
Debevoise & Plimpton (New York, NY- Litigation)	Guatemala,Haiti,Honduras,Mexico,Nicaragua,Panama,Paraguay,Peru,Uruguay,Venezuela,Argentina,Bolivia,Brazil,Chile,Colombia,Costa Rica,Cuba,Dominican Republic,Ecuador,El Salvador	New York, NY- Litigation
Debevoise & Plimpton (New York, NY- Litigation)	Hong Kong,Taiwan, Republic of China,China (PRC)	New York, NY- Litigation
Dechert (Munich and Frankfurt)	Germany	Munich and Frankfurt

Dechert (New York, NY)	France,Germany,Hong Kong,United Kingdom	London,Hong Kong,Philadelphia,New York, NY,Austin,Washington DC,Charlotte,Newport Beach, CA,Luxembourg,San Francisco,Princeton, NJ,Boston,Silicon Valley, CA,Brussels
Deloitte & Touche (Düsseldorf)	Germany	Leipzig,Frankfurt,Nuernberg,Stuttgart ,Hamburg,Hannover,Berlin,Mannheim,Düsseldorf,Muenchen,Dresden,Munich
Deloitte China (Shanghai)	Hong Kong,Taiwan, Republic of China,China (PRC)	Shanghai
DEMAREST ADVOGADOS (São Paulo)	Brazil	São Paulo
Deutsche Bahn AG (Berlin, Germany)	Germany	Berlin, Germany
DLA Piper (Vienna)	Austria	Vienna
DLA Piper UK (Germany)	Germany	Germany
DLA Piper UK -French Speakers Only (Paris)	All Countries of Law Degree	Paris
Dorda Brugger Jordis, Attorneys at Law (Vienna)	Austria	Vienna
Elvinger, Hoss & Prussen (Luxembourg)	France,Germany,Luxembourg,United Kingdom,Belgium	Luxembourg
Eubelius cvba (Brussels)	Belgium	Brussels
European Bank for Reconstruction and Development (London)	Estonia,Georgia,Hungary,Kazakhstan,Kyrgyzstan,Latvia,Lithuania, Macedonia,Moldova, Republic of,Mongolia,Morocco,Poland,Romania,Russia,Slovakia,Slovenia,Tajikistan,Tunisia,Turkey,Turkmenistan,Ukraine,Uzbekistan,Serbia and Montenegro,Albania,Armenia,Azerbaijan,Belarus,Bosnia and Herzegovina,Bulgaria,Croatia,Egypt	London,Moscow
Fangda Partners, PRC Lawyers (Beijing)	Hong Kong,Taiwan, Republic of China,China (PRC)	Shanghai,Beijing,Shenzen
Fenwick & West, (Mountain View, CA)	China (PRC)	Mountain View, CA
FenXun Partners (Beijing)	Hong Kong,Taiwan, Republic of China,China (PRC)	Beijing

Flick Gocke Schaumburg Partnerschaft (Bonn)	Germany	Frankfurt,Berlin,Bonn,Munich
Fosun International Limited (Shanghai, China)	China (PRC)	Shanghai, China
Freshfields Bruckhaus Deringer (Frankfurt)	Germany,Austria	Frankfurt,Berlin,Cologne,Düsseldorf, Hamburg,Munich,Vienna
Freshfields Bruckhaus Deringer (Amsterdam)	Netherlands	Amsterdam
Freshfields Bruckhaus Deringer (Brussels)	Estonia,Finland,France,Germany,Greece,Greenland,Hungary,Iceland,Ireland,Israel,Italy,Luxembourg,Monaco,Netherlands,New Zealand,Norway,Poland,Romania,Slovakia,South Africa,Sweden,Switzerland,Turkey,Ukraine,United Kingdom,Australia,Austria,Belgium,Canada,Czech Republic,Denmark	Brussels
Freshfields Bruckhaus Deringer (Hong Kong)	Hong Kong,Taiwan, Republic of China,China (PRC)	Hong Kong
Freshfields Bruckhaus Deringer (Rome)	Italy	Milan,Rome
Freshfields Bruckhaus Deringer (Washington DC)	Guatemala,Honduras,Mexico,Nicaragua,Panama,Paraguay,Peru,Portugal,Spain,Uruguay,Venezuela,Argentina,Brazil,Chile,Colombia, Costa Rica,Cuba,Ecuador,El Salvador	Washington DC
Fried Frank Harris Shriver & Jacobson (New York, NY)	Finland,France,Germany,Hong Kong,Israel,Italy,Netherlands,New Zealand,Norway,South Africa,Spain,Sweden,Switzerland,Taiwan, Republic of China,United Kingdom,Argentina,Australia,Austria,Belgium,Canada,China (PRC),Denmark	London,Hong Kong,New York, NY,
Froriep (Zürich)	Switzerland	Zürich
Galicia Abogados, S.C. (Mexico City)	Mexico	Mexico City
GARRIGUES (New York, NY)	Hong Kong,Mexico,Morocco,Peru,Poland,Portugal,Spain,Taiwan, Republic of China,Brazil,China (PRC),Colombia	Spain,Mexico,Peru,New York, NY,Belgium,Portugal,Colombia,Poland,London,Shanghai,Brazil
Gianni, Origoni, Grippo, Cappelli & Partners (Milan)	Italy	Milan

Gibson, Dunn & Crutcher (New York, NY)	Mexico, Peru, Argentina, Brazil, Colombia, Dominican Republic	New York, NY
Gibson, Dunn & Crutcher (Paris)	France	Paris
Gide Loyrette Nouel (Paris)	France	Paris
Gleiss Lutz (Frankfurt)	Germany	Hamburg, Frankfurt, Munich, Stuttgart, Berlin, Düsseldorf
Gomez-Acebo & Pombo Abogados, S.L.P. (Madrid)	Spain	Bilbao, Barcelona, Malaga, Vigo, Valencia, Madrid
Graf & Pitkowitz Rechtsanwälte GmbH (Vienna)	Austria	Vienna
Grant, Herrmann, Schwartz & Klinger (New York, NY)	Mexico, Argentina, Brazil, Colombia	New York, NY
Greenberg Traurig (Mexico City)	Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Spain, Uruguay, Argentina, Bolivia, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador	Mexico City
Greenberg Traurig (Miami)	Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Spain, Uruguay, Argentina, Bolivia, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador	Miami
Greenberg Traurig, (New York, NY)	Argentina, Brazil	New York, NY
Grupo Televisa, S.A.B. (Mexico City)	Mexico, Argentina, Costa Rica	Buenos Aires, Costa Rica, Mexico City
GSK Stockmann + Kollegen (Munich)	Germany	Düsseldorf, Hamburg, Munich, Stuttgart, Berlin, Heidelberg, Frankfurt
Haiwen & Partners (Beijing)	China (PRC)	Shanghai, Beijing
Han Kun Law Offices (Beijing)	Hong Kong, Taiwan, Republic of China, China (PRC)	Shenzhen, Beijing, Shanghai
Hengeler Mueller (Dusseldorf)	Germany	London, Frankfurt, Berlin, Brussels, Munich, Dusseldorf
Herbert Smith Freehills (Paris)	France, Germany, Ireland, Italy, Luxembourg, United Kingdom, Belgium, Canada	Paris
Herbert Smith (New York)	Guatemala, Mexico, Nicaragua, Venezuela, Argentina, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador	New York
Hergüner Bilgen Özeke Attorney Partnership (Istanbul, Turkey)	Turkey	Istanbul Turkey

Hogan Lovells International (Amsterdam)	Netherlands	Amsterdam
Hogan Lovells International (Düsseldorf)	Germany	Düsseldorf, Munich, Frankfurt, Hamburg
Hogan Lovells International (Madrid)	Spain	Madrid
Hogan Lovells International (Milan)	Italy	Milan, Rome
Hogan Lovells International (Paris)	France	Paris
Hogan Lovells US (International Arbitration- Spanish Fluency Required)	Mexico, Peru, Venezuela, Colombia	International Arbitration- Spanish Fluency Required, Miami
Hogan Lovells US (New York, NY)	Brazil	New York, NY
Homburger AG (Zürich)	Switzerland	Zürich
Inter-american Investment Corporation (Washington, DC)	Finland, France, Germany, Guatemala, Guyana, Haiti, Honduras, Hong Kong, Israel, Italy, Jamaica, Japan, Korea, Republic of, Mexico, Netherlands, Nicaragua, Norway, Panama, Paraguay, Peru, Portugal, Spain, Suriname, Sweden, Switzerland, Taiwan, Republic of China, Trinidad and Tobago, Uruguay, Venezuela, Argentina, Austria, Bahamas, Barbados, Belgium, Belize, Bolivia, Brazil, Chile, China (PRC), Colombia, Costa Rica, Denmark, Dominican Republic, Ecuador, El Salvador	Washington, DC
Jáuregui y Del Valle (Mexico City)	Mexico	Mexico City
Jones Day (Brussels)	Netherlands, Belgium	Brussels
Jones Day (Frankfurt)	Germany	Düsseldorf, Munich, Frankfurt
Jones Day (Hong Kong)	Hong Kong, Taiwan, Republic of China, China (PRC)	Hong Kong, Shanghai, Beijing
Jones Day (Mexico City)	Mexico, Colombia	Mexico City
Jones Day (Tokyo)	Japan	Tokyo
Jones Day- Brazil Schedule (New York)	Brazil	Brazil- New York, NY
Jones Day- Colombia and Peru Schedule (New York)	Peru, Colombia	Colombia and Peru- New York
Jun He Law Offices LLC (New York, NY)	Hong Kong, Taiwan, Republic of China, China (PRC)	New York, NY
K&L Gates (Berlin and Frankfurt)	Germany	Berlin and Frankfurt
King and Wood Mallesons (Beijing)	Hong Kong, Taiwan, Republic of China, China (PRC)	Shenzhen, Guangzhou, Shanghai, Beijing
LALIVE (Geneva and Zürich)	Switzerland	Geneva, Zürich

Latham & Watkins (Middle East Offices)	Iraq, Israel, Jordan, Lebanon, Oman, Saudi Arabia, Syrian Arab Republic, Turkey, United Arab Emirates, United Kingdom, Yemen, Palestine, Egypt	Middle East Offices
Latham & Watkins (Barcelona)	Spain	Barcelona, Madrid
Latham & Watkins (Brussels)	Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Mexico, Netherlands, Norway, Poland, Portugal, Romania, Russia, Slovakia, Slovenia, Spain, Sweden, United Kingdom, Uruguay, Argentina, Austria, Belgium, Brazil, Bulgaria, Chile, Colombia, Cyprus, Czech Republic, Denmark	Brussels
Latham & Watkins (Frankfurt)	Germany	Munich, Hamburg, Dusseldorf, Frankfurt
Latham & Watkins (Hong Kong)	Hong Kong, Taiwan, Republic of China, China (PRC)	Hong Kong
Latham & Watkins (London)	Estonia, Finland, France, Germany, Greece, Hong Kong, Hungary, India, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, New Zealand, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, United Kingdom, Australia, Austria, Belgium, Bulgaria, Canada, Croatia, Cyprus, Czech Republic, Denmark	London
Latham & Watkins (Milan)	Italy	Milan
Lefosse Advogados (Brazil)	Brazil	Brazil
Lenz & Staehelin (Geneva)	Switzerland	Zürich, Geneva, Lausanne
Leoni Siqueira Advogados (Rio de Janeiro & São Paulo)	Brazil	Rio de Janeiro & São Paulo
Linklaters (Amsterdam)	Netherlands	Amsterdam
Linklaters (Antitrust/Competition)	All Countries of Law Degree	Antitrust/Competition
Linklaters (Brussels)	Germany, New Zealand, Australia, Belgium	Brussels
Linklaters (Frankfurt/Munich/Berlin/Düsseldorf)	Germany, Switzerland, Austria	Frankfurt/Munich/Berlin/Düsseldorf
Linklaters (Lisbon)	Portugal	Lisbon
Linklaters (Luxembourg)	France, Germany, Luxembourg	Luxembourg
Linklaters (Madrid)	Spain	Madrid
Linklaters (Milan)	Italy	Milan

Linklaters (New York)	Mexico, Peru, Chile, Colombia	New York
Linklaters (Paris)	France	Paris
Linklaters (Shanghai/Beijing)	China (PRC)	Shanghai/Beijing
Linklaters (Warsaw)	Poland	Warsaw
LMS Studio Legale (Milan)	Italy	Milan, Milan
Lobo & de Rizzo Advogados (São Paulo)	Brazil	São Paulo
Loyens & Loeff (Brussels)	Belgium	Brussels
Loyens & Loeff Luxembourg S.à r.l. (Luxembourg)	France, Germany, Ireland, Luxembourg, Netherlands, United Kingdom, Belgium	Luxembourg
Machado, Meyer, Sendacz e Opice (São Paulo)	Brazil	São Paulo
Marval, O'Farrell & Mairal (Buenos Aires)	Argentina	Buenos Aires
Mattos Filho Advogados (São Paulo)	Brazil	São Paulo
McDermott Will & Emery (Paris)	France	Paris
McDermott Will & Emery (Rome)	Italy	Rome
McDermott Will & Emery (Shanghai)	China (PRC)	Shanghai
Meyarlustenberger Lachenal (Zürich)	Germany, Switzerland	Zürich
Michael Page (New York)	Singapore, Australia, Canada, Chile	New York
Microstrategy Incorporated (Vienna, Virginia)	Germany, Hong Kong, India, Italy, Japan, Korea, Republic of, Kuwait, Netherlands, Qatar, Russia, Saudi Arabia, Singapore, Taiwan, Republic of China, Turkey, United Arab Emirates, United Kingdom, Bahrain, China (PRC), Egypt	Frankfurt, Shanghai, Rome, Mumbai, London, Seoul, Dubai, Vienna, Virginia, Hangzhou, Beijing, Singapore, Moscow, Tokyo, Bunnik
Mijares, Angoitia, Cortes y Fuentes S.C. Abogados (Mexico City, Mexico)	Mexico	Mexico City, Mexico
Milbank Tweed Hadley & McCloy (London)	Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, United Kingdom, Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark	London
Milbank Tweed Hadley & McCloy (New York, NY)	Brazil	New York, NY
MIRANDA & AMADO ABOGADOS (LIMA, PERU)	Peru	LIMA, PERU
Morrison & Foerester (Berlin)	Germany	Berlin

Nader, Hayaux y Goebel, S.C. (Mexico)	Mexico	Mexico
NautaDutilh (Amsterdam)	France,Netherlands,Belgium	Amsterdam,Brussels,New York,Luxembourg,London,Rotterdam
Niederer Kraft & Frey (Zürich)	Switzerland	Zürich
Nishith Desai Associates (Mumbai)	India	Mumbai
Noerr (Munich)	Germany,Hungary,Poland,Romania,Russia,Slovakia,United Kingdom,Czech Republic	Prague,London,Moscow,New York,Dresden,China Desk,Düsseldorf,Russia Desk,Warsaw,Munich,Brazil Desk,India Desk,Berlin,Frankfurt,Budapest,Bucharest,Kiev,Bratislava,Brussels,Alicante
Olswang (Berlin)	Germany	Berlin
ORRICK (Paris)	France	Paris
Paul Hastings (Hong Kong)	France,Germany,Hong Kong,Italy,Japan,Taiwan, Republic of China,China (PRC)	Frankfurt,Milan,Paris,Shanghai,Tokyo,Beijing,Hong Kong
Perez-Llorca (Madrid)	All Countries of Law Degree	Madrid
Permanent Court of Arbitration (The Hague)	Germany,Hong Kong,India,Ireland,Lebanon,Mauritius,Mexico,New Zealand,Philippines,Russia,Singapore,South Africa,United Kingdom,Argentina,Australia,Brazil,Canada,Denmark,Egypt	The Hague
Pestalozzi (Zürich)	Estonia,Hungary,Latvia,Lithuania,Poland,Romania,Russia,Slovakia,Switzerland,Ukraine,Czech Republic	Geneva,Zürich
Pinsent Masons (London)	France,Germany,Hong Kong,Ireland,Qatar,Singapore,Taiwan, Republic of China,Turkey,United Arab Emirates,United Kingdom,China (PRC)	London
Pompeu, Longo, Kignel e Cipullo Advogados (São Paulo)	Brazil	São Paulo
Portolano Cavallo Studio Legale (Rome)	Italy	Milan,Rome
Posse Herrera & Ruiz S.A. (Colombia)	Colombia	Colombia
Prager Dreifuss (Zürich)	Switzerland	Zürich,Berne

Proskauer Rose (New York)	Guatemala,Honduras,Mexico,Nicaragua,Panama,Paraguay,Peru,Spain,Uruguay,Venezuela,Argentina,Belize,Bolivia,Brazil,Chile,Colombia,Costa Rica,Cuba,Dominican Republic,Ecuador,El Salvador	New York, NY
PwC -TAX (New York, NY)	All Countries of Law Degree	New York, NY
Quinn Emanuel Urquhart & Sullivan (Hamburg, Mannheim, and Munich, Germany)	Germany	Hamburg, Mannheim, and Munich, Germany
QuisLex (Chicago, IL)	France,Germany,Hong Kong,Ireland,Italy,Japan,Korea, Republic of,Portugal,Russia,Spain,Taiwan, Republic of China,Ukraine,United Kingdom,Australia,Brazil,China (PRC)	Chicago, IL,Hyderabad, India
Reiss+Preuss (New York, New York)	Germany,Liechtenstein,Luxembourg,Switzerland	New York, New York
Ritch Mueller, S.C. (Mexico)	Mexico	Mexico
Rodrigo, Elias & Medrano Abogados (Lima, Peru)	Peru	Lima, Peru
Ropes & Gray (New York- Hiring Only for London and Tokyo)	All Countries of Law Degree	New York- Hiring Only for London and Tokyo,Tokyo,London
SANTAMARINA Y STETA (MEXICO CITY)	Mexico	MONTERREY,MEXICO CITY,TIJUANA
Sánchez DeVanny Eseverri, S.C (Mexico City)	Mexico	Mexico City
Schellenberg Wittmer	Switzerland	
Schoenherr Rechtsanwälte (Vienna)	Hungary,Poland,Romania,Slovakia,Slovenia,Turkey,Ukraine,Serbia and Montenegro,Austria,Bulgaria,Croatia,Czech Republic	Vienna,Prague,Ljubljana,Belgrade,Bratislava,Bulgaria,Bucharest,Zagreb, Warsaw,Kiev
Shearman & Sterling (Frankfurt)	Germany	Frankfurt
Shearman & Sterling (Rome)	Italy	Rome
Shearman & Sterling (São Paulo)	Brazil	São Paulo
Shearman & Sterling (Tokyo)	Japan	Tokyo
Sidley Austin (New York)	Guatemala,Honduras,Mexico,Panama,Paraguay,Peru,Portugal,Spain,Uruguay,Venezuela,Argentina,Australia,Bolivia,Brazil,Chile,Colombia,Costa Rica,Dominican Republic,Ecuador,El Salvador	New York

Sidley Austin (Brussels)	Estonia,Finland,France,Germany,Greece,Hungary,Ireland,Italy,Lat via,Lithuania,Luxembourg,Malta,Netherlands,Poland,Portugal,Rom ania,Slovakia,Slovenia,Spain,Sweden,United Kingdom,Austria,Belgium,Bulgaria,Cyprus,Czech Republic,Denmark	Brussels
Simpson Thacher & Bartlett (London)	France,Germany,Greece,Hong Kong,Iceland,India,Ireland,Italy,Luxembourg,Netherlands,New Zealand,Norway,Poland,Romania,Russia,South Africa,Spain,Sweden,Switzerland,Taiwan, Republic of China,United Kingdom,Australia,Austria,Belgium,China (PRC)	London
Simpson Thacher & Bartlett (New York, NY)	France,Germany,Hong Kong,India,Ireland,Israel,Italy,Japan,Korea, Republic of,Netherlands,New Zealand,Pakistan,Philippines,Poland,Portugal,Romania,Russia,Sw itzerland,Taiwan, Republic of China,Ukraine,United Arab Emirates,United Kingdom,Australia,Brazil,Canada,Chile,China (PRC),Colombia,Czech Republic	New York, NY
Simpson Thacher & Bartlett (New York- Latin American Practice)	Mexico,Nicaragua,Portugal,Spain,Uruguay,Argentina,Belize,Brazil, Chile,Colombia,Costa Rica,Dominican Republic,Ecuador,El Salvador	New York- Latin American Practice
Siqueira Castro - Advogados (Rio de Janeiro)	Brazil	Rio de Janeiro
Skadden, Arps, Slate, Meagher & Flom (Brussels)	Finland,France,Germany,Greece,Hong Kong,Hungary,India,Ireland,Italy,Netherlands,Norway,Poland,Rom ania,Russia,Slovakia,Spain,Sweden,Switzerland,Taiwan, Republic of China,Austria,Belgium,Canada,China (PRC),Cyprus,Czech Republic,Denmark	Brussels
Skadden, Arps, Slate, Meagher & Flom (Frankfurt)	Germany	Frankfurt
Skadden, Arps, Slate, Meagher & Flom (Hong Kong)	Hong Kong,Taiwan, Republic of China,China (PRC)	Hong Kong,Shanghai,Beijing
Skadden, Arps, Slate, Meagher & Flom (London- Turkish Language Skills Required)	All Countries of Law Degree	London- Turkish Language Skills Required

Skadden, Arps, Slate, Meagher & Flom (New York)	New Zealand, United Kingdom, Australia	New York, NY
Skadden, Arps, Slate, Meagher & Flom (Paris)	France	Paris
Skadden, Arps, Slate, Meagher & Flom (São Paulo)	Brazil	São Paulo
Skadden, Arps, Slate, Meagher & Flom (Tokyo)	Japan	Tokyo
Souza, Cescon, Barriau e Flesch Advogados (Sao Paulo, Rio de Janeiro and Belo Horizonte, Brazil)	Brazil	Sao Paulo, Rio de Janeiro and Belo Horizonte, Brazil
Staiger, Schwald & Partner (Zürich)	Switzerland	Zürich
Stibbe (Amsterdam)	Netherlands	Amsterdam
Stibbe (Luxemburg)	France, Germany, Luxembourg, Belgium	Brussels, Luxembourg
Studio Santa Maria (Milan)	Italy	Milan
Sullivan & Cromwell (New York)	Finland, France, Germany, Greece, Honduras, Hong Kong, Hungary, India, Indonesia, Ireland, Israel, Italy, Japan, Kenya, Korea, Republic of, Malaysia, Mexico, Netherlands, New Zealand, Nicaragua, Nigeria, Norway, Pakistan, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Russia, Saudi Arabia, Senegal, Singapore, Somalia, South Africa, Spain, Sweden, Switzerland, Taiwan, Republic of China, Thailand, Turkey, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Venezuela, Vietnam, Zambia, Zimbabwe, Angola, Argentina, Australia, Austria, Bangladesh, Belarus, Belgium, Belize, Bolivia, Brazil, Bulgaria, Cameroon, Canada, Chad, Chile, China (PRC), Colombia, Congo, Republic of, Costa Rica, Czech Republic, Denmark, Ecuador, Egypt, El Salvador	New York
Taylor Wessing (Düsseldorf)	Germany	Munich, Hamburg, Düsseldorf, Berlin, Frankfurt
Thouvenin Rechtsanwälte (Zürich)	Switzerland	Zürich
Tozzini, Freire, Teixeira e Silva (São Paulo)	Brazil	Brasília, Campinas, Rio de Janeiro, São Paulo, Porto Alegre

UBS AG (Zürich)	France, Germany, Hong Kong, India, Italy, Japan, Korea, Republic of, Luxembourg, Mexico, Poland, Singapore, Switzerland, Taiwan, Republic of China, United Kingdom, Brazil, China (PRC)	Zürich
Uría Menéndez (New York)	Portugal, Spain	Lisbon, Bilbao, Valencia, Porto, Barcelona, New York, Madrid
Veirano Advogados (São Paulo, Brazil)	Brazil	São Paulo, Brazil
Vialegis International NV/SA (Brussels)	Belgium	Brussels
Vialegis International NV/SA (Madrid)	Spain	Madrid
Vischer (Zürich)	Switzerland	Basel, Zürich
Walder Wyss Ltd. (Zurich, Switzerland)	Switzerland	Zurich, Switzerland
Weil, Gotshal & Manges (Paris)	France	Paris
Wenger & Vieli (Zürich)	Switzerland	Zürich
White & Case (Mexico City)	Mexico	Mexico City
White & Case (Brussels)	Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Macedonia, Malta, Moldova, Republic of, Monaco, Netherlands, Norway, Poland, Portugal, Romania, Russia, San Marino, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, United Kingdom, Serbia and Montenegro, Kosovo, Albania, Andorra, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark	Brussels
White & Case (Prague)	Hungary, Italy, Kazakhstan, Poland, Romania, Russia, Slovakia, Spain, Turkey, Czech Republic	Prague
Willheim Müller (Vienna)	Germany, Hong Kong, India, Italy, Taiwan, Republic of China, United Arab Emirates, United Kingdom, Austria, China (PRC)	Vienna
WilmerHale (Brussels)	Estonia, Finland, France, Germany, Greece, Hong Kong, Hungary, Ireland, Italy, Japan, Latvia, Lithuania, Luxembourg, Malta, Netherlands, New Zealand, Philippines, Poland, Portugal, Romania, Russia, Singapore, Slovakia, Slovenia, Spain, Sweden, Switzerland, Taiwan, Republic of China, Thailand, United Kingdom, Austria, Belgium, Bulgaria, China (PRC), Cyprus, Czech Republic, Denmark	Brussels

WilmerHale (London)	Estonia,Finland,France,Germany,Greece,Hong Kong,Hungary,Ireland,Italy,Japan,Latvia,Lithuania,Luxembourg,Malta,Netherlands,New Zealand,Philippines,Poland,Portugal,Romania,Russia,Singapore,Slovakia,Slovenia,Spain,Sweden,Switzerland,Taiwan, Republic of China,United Kingdom,Austria,Belgium,Bulgaria,Canada,China (PRC),Cyprus,Czech Republic,Denmark	London
Wuersch & Gering (New York)	France,Germany,Italy,Switzerland,Austria	New York
Zhong Lun Law Firm (China)	Hong Kong,Taiwan, Republic of China,China (PRC)	China
ZICOlaw (Jakarta)	Hong Kong,Indonesia,Japan,Laos, People's Democratic,Malaysia,Myanmar,Philippines,Singapore,Taiwan, Republic of China,Thailand,Vietnam,Brunei Darussalam,Cambodia	Kuala Lumpur,Singapore,Ho Chi Minh City,Brunei,Laos,Bangkok,Phnom Penh,The Philippines,Yangon,Jakarta

Sample of International Job Listings/ Resume Collections

Country	Employer	City	Year
Afghanistan	Afghanistan Legal Education Project	Kabul	\$
Afghanistan	Human Rights Monitoring Institute	Kabul	!
Afghanistan	Max Planck Institute for Comparative Public Law and International Law	Kabul	¥
Argentina	JPMorgan Chase & Co.	Buenos Aires	€
Armenia	ABA Rule of Law Initiative	Yerevan	¥
Australia	Geotext Translations		€
Austria	Orgnaization for Security and Co-operation in Europe (OSCE)	Vienna	!
Austria	The Institute for Austrian and International Tax Law of the Vienna University of Economics and Business Administration	Vienna	\$!
Austria	Vienna University of Economics and Business	Vienna	^
Azerbaijan	ABA Rule of Law Initiative	Baku	¥
Azerbaijan	US Department of State	Baku	!
Bangladesh	Campaign for Tobacco-Free Kids	Dhaka	^
Belgium	European Parliament Liaison Office with US Congress	Brussels	€
Belgium	Human Rights Watch	Brussels	!
Belgium	Hunton & Williams	Brussels	!
Belgium	Lateral Link Group		¥
Belgium	Morrison & Foerster	Brussels	^
Belgium	Skadden, Arps, Slate, Meagher & Flom	Brussels	^
Brazil	Avnet	São Paulo	€
Brazil	Bristol-Myers Squibb Company		^
Brazil	International Finance Corporation	São Paulo	€
Brazil	Lateral Link Group	São Paulo	¥
Brazil	Marina Sirras & Associates	São Paulo	¥
Brazil	Milbank, Tweed, Hadley & McCloy	São Paulo	^
Cambodia	Royal University of Law and Economics	Phnom Penh	^
Cambodia	VDB Loi	Phnom Penh	€
Cambodia	BNG Legal	Phnom Penh	€
Canada	PharmaNet Development Group	Quebec City	¥
Canada	The Ruchelman Law Firm	Toronto	€
Chile	GNL Mejillones	Santiago	^
China	Baker & McKenzie	Beijing	^

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China	Chadbourne & Parke	Beijing	^
China	Covanta Energy Asia Pacific Holdings	Shanghai	^
China	CRCC Asia	Shanghai	¥
China	E Fund Management Co	Guangzhou	!
China	FMC Corporation	Shanghai	^
China	Goldman Sachs	Beijing	\$
China	Intel Corporation	Shanghai	\$
China	Jabil Circuit	Tianjin	¥
China	King & Wood	Beijing	¥
China	King & Wood	Shanghai	^ ¥
China	Lehman, Lee & Xu	Beijing	\$!
China	Linklaters	Beijing	^
China	Loeb & Loeb	Beijing	^
China	Lowe's Companies	Shanghai	€
China	Natural Resources Defense Council (NRDC)	Beijing	¥
China	Peking University School of Transnational Law	Shenzhen	€ !
China	PwC	Beijing	¥
China	Ropes & Gray	Shanghai	!
China	The Volvo Group	Shanghai	¥
China	ARC China	Shanghai	¥
China	Clifford Chance	Beijing	!
China	Clifford Chance	Shanghai	!
China	Cooley		¥
China	Regulatory Compliance Association		!
China	Transammonia	Shanghai	!
China	Yangming Partners	Taipei	!
Colombia	Center for Reproductive Rights	Bogotá	!
Colombia	The Nature Conservancy	Bogotá	¥
Costa Rica	Arias and Muñoz	Santa Ana	!
Denmark	University of Copenhagen	Copenhagen	!
Dominican Republic	US Department of State	Santo Domingo	!
Egypt	Arab American Institute		!
Egypt	International Institute for Democracy and Electoral Assistance	Cairo	€

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Equatorial Guinea	Centurion	Malabo	!
France	European Parliament Liaison Office with US Congress	Brussels	€
France	ICC International Court of Arbitration	Paris	^ !
France	Jones Day	Paris	¥
France	Organisation for Economic Co-Operation and Development	Paris	\$!
France	SEKRI VALENTIN ZERROUK	Paris	\$
France	The Institute for Austrian and International Tax Law of the Vienna University of Economics and Business Administration	Paris	¥
France	Airbus Legal Department	Toulouse	¥
France	Freshfields Bruckhaus Deringer	Paris	^ ¥ !
France	Kramer Levin Naftalis & Frankel	Paris	€ !
Gambia	Front Line Defenders	Banjul	!
Germany	Carroll, Burdick & McDonough International	Böblingen	!
Germany	International Max Planck Research School on Retaliation, Mediation and Punishment	Freiburg	^
Germany	International Max Planck Research School on Retaliation, Mediation and Punishment	Frankfurt	^
Germany	Lateral Link Group		¥
Germany	Martin Luther University	Halle Saale	!
Germany	Max Planck Institute for Foreign and International Criminal Law	Freiburg	€
Germany	Prof. Dr. Matthias Lehmann	Halle Saale	\$
Germany	Robert Bosch Foundation Fellowship Program		!
Germany	William K. McLaughlin Associates		€
Hong Kong	Allen & Overy		€
Hong Kong	Baker & McKenzie		^ ¥ !
Hong Kong	Davis Polk & Wardwell		¥
Hong Kong	Epiq Systems		€
Hong Kong	Hong Kong International Arbitration Centre		€
Hong Kong	J.P. Morgan-Private Banking		¥
Hong Kong	JPMorgan Chase & Co.		^
Hong Kong	Kobre & Kim		¥
Hong Kong	Lowe's Companies		¥
Hong Kong	Management Recruiters of Elgin		^
Hong Kong	Norton Rose Fulbright		!

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Hong Kong	Response Legal Search		^
Hong Kong	UBS		^
Hungary	European Roma Rights Centre	Budpest	!
Hungary	Open Society Foundations	Budpest	!
India	Center for Health Law, Ethics and Technology	Sonipat	!
India	COGO Sourcing	Mumbai	\$!
India	LeapFrog Investments	Mumbai	€
India	QuisLex	Hyderabad	¥ \$
India	The American India Foundation		€
India	Thomson Reuters	Mumbai	€ !
India	Essar	Mumbai	^
India	Pangea3	Mumbai	^
Indonesia	Baker & McKenzie	Jakarta	¥
Indonesia	Campaign for Tobacco-Free Kids	Jakar	^
Indonesia	The Nature Conservancy	Jakarta	^
Indonesia	VDB Loi	Jakarta	€
Iraq	New Frontiers Business Consulting	Erbil	\$!
Ireland	Front Line Defenders	Dublin	!
Israel	Google	Tel Aviv	!
Israel	PwC	Tel Aviv	¥
Italy	International Institute for Unification of Private Law (UNIDROIT)	Rome	!
Italy	Orrick, Herrington & Sutcliffe	Rome	¥
Italy	Studio Ubertazzi	Milan	!
Japan	Geotext Translations	Tokyo	€
Japan	Gucci Group Japan	Tokyo	^
Japan	Kinney Recruiting	Tokyo	¥
Japan	Yanagida & Partners	Tokyo	¥
Kazakhstan	Chadbourne & Parke	Almaty	^ ¥
Kenya	One Acre Fund	Nairobi	!
Luxembourg	BDO Luxembourg		€
Luxembourg	Expert Executive Recruiters		¥
Malaysia	Kuala Lumpur Regional Centre for Arbitration	Kuala Lumpur	!
Mexico	ABA Rule of Law Initiative	Mexico City	¥

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Mexico	American Bar Association	Cabo San Luc	¥
Mexico	Forastieri Abogados	Mexico City	¥
Mexico	Lowe's Companies	Monterrey	€
Mexico	Regulatory Compliance Association		!
Mexico	Romo Paillés	Mexico City	€
Mexico	The Nature Conservancy	Mexico City	¥
Mexico	Bristol-Myers Squibb Company		^
Mexico	US Mexico Commission for Educational and Cultural Exchange	Mexico City	!
Micronesia	Office of the Attorney General, State of Yap, Federated States of Micronesia	Yap	€
Micronesia	Supreme Court of the Federated States of Micronesia	Palikir	\$!
Myanmar	Kelvin Chia Partnership	Yangon	€
Nicaragua	La Isla Foundation	Leon	!
Palau	House of Delegates Legal Counsel's Office	Ngerulmud	!
Palau	Republic of Palau Supreme Court	Koror	¥ €
Peru	Global Crossing		¥
Qatar	Clifford Chance	Doha	!
Russia	CDS International	Moscow	^ ¥ €
Saudi Arabia	Latham & Watkins	Riyadh	!
Saudi Arabia	Saudi Aramco		€
Senegal	Cause Premiere	Ziguinchor	€
Senegal	Human Rights Watch	Dakar	!
Singapore	Agilent Technologies		!
Singapore	Latham & Watkins		¥
Singapore	LeapFrog Investments		€
Singapore	The National University of Singapore		!
Singapore	Withers Bergman		€
South Africa	Constitutional Court of South Africa	Johannesburg	!
South Korea	Barun Law	Seoul	^ ¥ \$!
South Korea	Korea Legislation Research Institute	Seoul	¥
South Korea	Lee & Ko	Seoul	¥ € !
South Korea	Yonsei Law School	Seoul	^
South Korea	Daewoo Shipbuilding & Marine Engineering	Seoul	€

Sample of International Job Listings/ Resume Collections

South Korea	E. Land Group	Seoul	!
South Korea	Hanwha Group	Seoul	!
South Korea	Hong Kong International Arbitration Centre	Seoul	€
South Korea	Human Rights Watch	Seoul	!
South Korea	Hyundai Heavy Industries	Ulsan	€ \$!
South Korea	Kim, Choi & Lim	Seoul	\$
South Korea	LG Electronics	Seoul	¥ € \$!
South Korea	LG Life Sciences	Seoul	¥
South Korea	MZI Global Marketing		€
South Korea	Samsung Bioepis	Incheon	!
South Korea	Soongsil University	Seoul	!
South Korea	Yulchon, Attorneys at Law	Seoul	¥ !
Spain	Perez-Llorca	Madrid	¥
Spain	Baker & McKenzie	Madrid	^
Switzerland	Anaford	Zurich	!
Switzerland	Baker & McKenzie	Zurich	!
Switzerland	Center for Reproductive Rights	Geneva	!
Switzerland	International Services for Human Rights	Geneva	\$!
Switzerland	Kanoff Legal		^
Switzerland	Major, Lindsey & Africa	Zug	^
Switzerland	Partners Group	Zug	€
Switzerland	Pestalozzi Attorneys at Law	Zurich	^
Switzerland	SH Vanderbrook & Chambaud	Zurich	^
Switzerland	Staiger, Schwald & Partner	Zurich	¥
Switzerland	Unifund	Geneva	¥
Switzerland	Withers Bergman	Geneva	€
Taiwan	Lexcel Partners	Taipei	^
Taiwan	Pamir Law Group	Taipei	¥ € \$!
Taiwan	Winkler Partners	Taipei	€ \$
Taiwan	Wispro Technology Consulting Corporation	Taipei	€
Taiwan	Yangming Partners	Taipei	\$
Thailand	EarthRights International	Chiang Mai	^
The Netherlands	Hauser Global Law School Program	The Hague	^ ¥

Sample of International Job Listings/ Resume Collections

The Netherlands	IBFD	Amsterdam	!
The Netherlands	International Court of Justice	The Hague	€ \$!
The Netherlands	International Fiscal Association	Amsterdam	€
The Netherlands	Iran-United States Claims Tribunal	The Hague	!
The Netherlands	The Honorable Charles N. Brower	The Hague	^
The Netherlands	The Special Court for Sierra Leone	The Hague	^
The Philippines	Asian Development Bank	Manila	¥
Turkmenistan	Curtis, Mallet-Prevost, Colt & Mosle	Ashgabat	€
UK	Akin Gump Strauss Hauer & Feld	London	€
UK	Allen & Overy	London	^
UK	Axiom Legal	London	^
UK	Cambridge Associates	London	!
UK	Cravath, Swaine & Moore	London	!
UK	Fidelity Worldwide Investment	London	\$!
UK	JPMorgan Chase & Co.	London	¥
UK	Paul, Weiss, Rifkind, Wharton & Garrison	London	¥
UK	SH Vanderbrook & Chambaud	London	^
UK	Simpson Thacher & Bartlett	London	¥
UK	Vinson & Elkins	London	^
UK	Guggenheim Partners	London	!
UK	Latham & Watkins	London	!
UK	Regulatory Compliance Association	London	!
UK	University of Nottingham	Nottingham	!
UK	Withers Bergman	London	€
Ukraine	Ulysses	Kiev	¥
United Arab Emirates	Freshfields Bruckhaus Deringer	Dubai	!
United Arab Emirates	HPL Yamalova & Plewka JLT	Dubai	¥
United Arab Emirates	New York University	Abu Dhabi	^ € !
Vietnam	Russin & Vecchi	Ho Chi Minh C	€

Employers of LLM Students with a Foreign Law Degree As Reported By Graduates

COUNTRY OF LAW DEGREE	EMPLOYER	CITY	COUNTRY	YEAR
ARGENTINA	Alfaro Abogados	New York	United States	^
	Becker, Glynn, Melamed & Muffly	New York	United States	
	Center for Legal and Social Studies (CELS)	Buenos Aires	Argentina	¥
	Chadbourne & Parke	New York	United States	*
	Cleary, Gottlieb, Steen & Hamilton	New York	United States	^ ¥\$
	Curtis, Mallet-Prevost, Colt & Mosle	New York	United States	°
	Freshfields Bruckhaus Deringer	Paris	France	¥\$
	International Center for Transitional Justice	Bogotá	Colombia	^
	PRME UN Global Compact			\$
	Rattagan, Machiavello, Arocena & Pena Robirosa	Buenos Aires	Argentina	°
	Simpson Thacher & Bartlett	New York	United States	\$
	Tanoira Cassagne	Buenos Aires	Argentina	\$
	Treasury Attorney General's Office of Argentina	Buenos Aires, Geneva	Argentina, Switzerland	^
	Unidroit	Rome	Italy	*
AUSTRALIA	Australian Attorney-General's Department	Barton, Canberra	Australia	¥
	Australian Government Solicitor (AGS)	Canberra	Australia	^
	Cravath, Swaine & Moore	New York	United States	
	Debevoise & Plimpton	New York	United States	
	East and Horn of Africa Human Rights Defenders Project	Kampala	Uganda	*
	Extraordinary Chambers in the Courts of Cambodia	Phnom Penh	Cambodia	\$
	Federal Court of Australia	Melbourne	Australia	\$
	Framework Convention Alliance	Geneva	Switzerland	^

	Freshfields Bruckhaus Deringer	New York	United States	\$
	Hudson	New York	United States	*
	Human Rights Liason Division, UNHCR	Geneva	Switzerland	\$
	Institute of International Law and Justice	New York	United States	^
	International Center for Transitional Justice	New York	United States	°
	International Law Commission	Geneva	Switzerland	¥
	International Monetary Fund	Washington DC	United States	°
	Loanzon	New York	United States	*
	Mallesons Stephen Jaques	Melbourne	Australia	¥
	New South Wales Attorney General's Department	Sydney	Australia	*
	NYU School of Law	New York	United States	^ *
	OECD	Paris	France	*
	Office of the Director of Public Prosecutions	Perth	Australia	°
	Permanent Court of Arbitration	The Hague	The Netherlands	*
	Phosphagenics	New York	United States	¥
	Refugee Law Project		Uganda	°
	Skadden	New York	United States	\$
	Victorian Supreme Court	Melbourne	Australia	\$
	White & Case	Paris, New York	France, United States	¥
	World Bank	Washington DC	United States	¥
AUSTRIA	BDO Seidman	New York	United States	
	Binder Grösswang	Vienna	Austria	
	Communications and Network Consulting	Munich	Germany	^
	Debevoise & Plimpton	Frankfurt/Main	Germany	
	Freshfields Bruckhaus Deringer	Vienna	Austria	¥\$
	Reiss + Preuss	New York	United States	^
	Simpson Thacher & Bartlett	New York	United States	^

	Sullivan & Cromwell	New York	United States	
	The Permanent Mission of Liechtenstein to the UN	New York	United States	°
	Wirtschaftsuniversit	Vienna	Austria	°
BELGIUM	Allen & Overy	New York, Luxembourg-Ville, Brussels	United States, Luxembourg, Belgium	^ ¥*
	Aspen Institute- Justice and Society Program	New York	United States	°
	Baker & McKenzie		Belgium	^ \$
	Cleary Gottlieb Steen & Hamilton	Brussels	Belgium	° \$
	Clifford Chance	Brussels	Belgium	¥ \$*
	Dechert	Brussels	Belgium	*
	DLA Piper	Brussels	Belgium	¥ \$
	Eubelius	Brussels	Belgium	\$
	Extraordinary Chambers in the Courts of Cambodia			
	Focus Features	New York	United States	*
	Freshfields Bruckhaus Deringer	Brussels	Belgium	^ \$
	Jones Day	Brussels	Belgium	
	Latham & Watkins	New York	United States	*
	Linklaters	Brussels	Belgium	° ^ \$
	Loyens & Loeff	Luxembourg	Luxembourg	¥
	NautaDutilh	Brussels	Belgium	¥
	Simpson Thacher & Bartlett	New York	United States	¥
	U.S. International Law Commission	Geneva	Switzerland	
	Universite Catholique de Louvain	Louvain-la-Neuve	Belgium	
	Van Steenbrugge	Gent	Belgium	*
BOLIVIA	Grupo Bedoya	Santa Cruz de la Sierra	Bolivia	°
	Guevara & Gutierrez S.C.	La Paz	Bolivia	\$
	Infante Zumpano	Miami	United States	\$
BOSNIA AND HERZEGOVINA	AVALAW	Barcelona	Spain	\$

BRAZIL	Advocacia-Geral da União	Brasília	Brazil	¥
	Baker & Mckenzie	Porto Alegre	Brazil	
	BTG Pactual	São Paulo	Brazil	\$
	Chadbourne & Parke	New York	United States	
	Cleary Gottlieb Steen & Hamilton	New York	United States	
	Cordeiro Sociedade Advogados	Belo Horizonte	Brazil	*
	Covington & Burling	Washington DC	United States	\$
	Curtis, Mallet-Prevost, Colt & Mosle	New York	United States	
	Davis Polk & Wardwell	New York	United States	*
	Deloitte			\$
	DLA Piper	New York	United States	\$
	Ernst & Young	New York	United States	\$
	Federal Trade Commission Office of International Affairs	Washington DC	United States	^
	Greenberg Traurig	New York	United States	^
	ICC International Court of Arbitration	Paris	France	^
	International Institute for Sustainable Development	Winnipeg	Canada	^
	International Monetary Fund	Washington DC	United States	^
	Jones Day	Washington DC	United States	°\$
	JP Morgan Chase Bank	New York	United States	*
	Kirkland & Ellis	New York	United States	*
	Machado Meyer Advogados	São Paulo	Brazil	\$
	Magalhaes, Nery & Dias	São Paulo	Brazil	°
	MicroStrategy	McLean	United States	^
	Milbank, Tweed, Hadley & McCloy	New York	United States	
	New Rules for Global Finance			°
	Office of the President of Brazil, The Legal Resources Centre	Johannesburg	Brazil, South Africa	^
	Pinheiro Guimaraes Advogados	Rio de Janeiro	Brazil	\$

	Procuradoria da Fazenda Nacional	Brasilia	Brazil	
	Procuradoria Geral do Municipio do Rio de Janeiro, Schmidt - Lourenco - Kingston Advogados Associados	Rio de Janeiro	Brazil	
	Proskauer Rose	New York	United States	\$
	PwC	New York	United States	\$
	Sidley Austin	New York	United States	¥
	Siemens	Iselin	United States	°
	Silvio & Gustavo Teixeira Advogados Associados	Rio de Janeiro	Brazil	*
	Simpson Thacher & Bartlett	New York	United States	*
	Siqueira Castro Advogados	São Paulo	Brazil	\$
	Skadden, Arps, Slate, Meagher & Flom	New York	United States	^\$
	Souza Cescon Barrieu & Flech Advogados	Rio de Janeiro	Brazil	\$
	Squire Sanders	New York	United States	\$
	The Nature Conservancy	Rio de Janeiro	Brazil	^
	Trench, Rossi e Watanabe	Porto Alegre	Brazil	
	United Nations International Law Commission		Switzerland	°
	US Government, Department of Environmental Protection	New York	United States	*
	Veirano Advogados	São Paulo	Brazil	¥\$*
	Vieira Rezende Advogados	Rio de Janeiro	Brazil	\$
	Wambier & Arruda Alvim Wambier Advocacia e Consultoria Juridica	Curitiba	Brazil	*
	White & Case	New York	United States	\$
	World Bank Group	Washington DC	United States	°
BULGARIA	DGKV	Sofia	Bulgaria	*
CANADA	Borden Ladner Gervais	Montreal	Canada	¥
	Cahill Gordon & Reindel	New York	United States	¥
	Canadian Civil Liberties Association	New York, Toronto	United States, Canada	¥

	Canadian Department of Foreign Affairs Legal Bureau		Canada	
	Davies Ward Phillips & Vineberg	Toronto	Canada	¥
	Department of Justice Canada, Immigration Law Division		Canada	°
	Fasken Martineau	Montreal	Canada	°
	Fraser Milner Casgrain	Montreal	Canada	¥
	Government of Canada, Office of the Privacy Commissioner	Ottawa	Canada	¥
	Henshall Scouten	Vancouver	Canada	¥
	International Criminal Tribunal for the former Yugoslavia	The Hague	Netherlands	¥
	Jean Monnet Center	New York	United States	°
	McCarthy Tetrault	Montreal	Canada	*
	NYU School of Law	New York	United States	^*
	Ontario Securities Commission	Toronto	Canada	*
	OSCE, Gowling Lafleur Henderson	Kosovo, Toronto	Kosovo, Canada	°
	PwC	New York	United States	^
	Shearman & Sterling	New York	United States	
	Skadden, Arps, Slate, Meagher & Flom	New York	United States	^*
	Stikeman Elliott	Vancouver	Canada	
	The Association for Civil Rights in Israel, Center for Court Innovation	Jerusalem	Israel, United States	^
	The International Center for Transitional Justice, Department of Justice Canada	Ottawa, New York	Canada, United States	^
	UN Department of Political Affairs	New York	United States	*
	UN High Commission for Refugees		Thailand	
CHILE	Alessandri & Cía	Santiago	Chile	°
	Becker & Glynn	New York	United States	*
	Carey Abogados	Santiago	Chile	¥
	Cleary Gottlieb Steen & Hamilton	Buenos Aires, New York	Argentina, United States	*
	Covington & Burling	Washington DC	United States	*
	Freshfields Bruckhaus Deringer	Washington DC	United States	°

CHINA	Human Rights Center in Universidad Diego Portales	Santiago	Chile	¥
	Kunstadt	New York	United States	¥
	Ministry of Foreign Affairs	Santiago	Chile	*
	National Resources Defense Council	New York	United States	
	Noguera, Larraín & Dulanto Abogados	Santiago	Chile	°
	NYU School of Law Institute for Policy Integrity	New York	United States	°
	Allen & Overy	New York, Shanghai, Beijing	United States, China	^ ¥
	Baker & McKenzie	Beijing	China	°
	Blank Rome	New York	United States	^
	China International Economic and Trade Arbitration Commission	Beijing	China	¥
	Clifford Chance	Beijing, Hong Kong	China	^
	Columbia University	New York	United States	
	Credit Suisse Founder	Beijing	China	°
	Curtis, Mallet-Prevost, Colt & Mosle	New York	United States	°
	Davis Polk & Wardwell	New York, Hong Kong	United States, China	° ¥
	Dechert	Beijing	China	*
	Deloitte	Shanghai	China	^
	DLA Piper	Hong Kong	China	
	Eaton & Van Winkle	New York	United States	*
	Faegre & Benson	Shanghai	China	^
	Fangda Partners	Shanghai	China	° ^ *
	Freshfields Bruckhaus Deringer	Hong Kong, Shanghai	China	°
	Fried Frank	Hong Kong	China	
	Gide Loyrette Nouel	Hong Kong	China	
	Good Governance International	California	United States	*
	Han Kun Law Offices	Beijing, Shanghai	China	^ ¥
	HJM Asia Law Offices		China	°

	Hogan Lovells	Beijing	China	°
	Insurance Corporation of British Columbia	New York	United States	¥
	International Center for Civil Society Law	New York	United States	*
	Jones Day	Hong Kong	China	
	King & Wood Mallesons	Shenzhen, Shanghai, Beijing, Palo Alto	China, United States	° ^ ¥ *
	Linklaters	Shanghai	China	*
	NYU Institute for International Law and Justice	New York	United States	
	NYU School of Law	New York	United States	^
	NYU US-Asia Law Institute	New York	United States	° *
	O'Melveny and Myers	Hong Kong, Shanghai	China	^ ¥
	Office of Legal Affairs, United Nations Headquarters			°
	O'Melveny & Myers	Hong Kong, Shanghai	China	^ ¥
	Orrick	Silicon Valley	United States	
	Paul Hastings	Los Angeles	United States	^
	Ropes & Gray	New York	United States	
	Shearman & Sterling	Beijing	China	°
	Sheppard, Mullin, Richter & Hampton	New York	United States	°
	Sichenzia Ross Friedman Ference	New York	United States	
	Singapore International Arbitration Centre		Singapore	
	Sullivan & Cromwell	New York	United States	
	U.S. Securities & Exchange Commission	Washington DC	United States	^
	UN International Law Convention	Geneva	Switzerland	
	Vinson & Elkins	Shanghai	China	
	World Intellectual Property Organization	Geneva	Switzerland	°
	Zhong Lun Law Firm	Shanghai	China	^
COLOMBIA	Araujo Ibarra	Bogotá	Colombia	°
	Becker, Glynn, Melamed & Muffly	New York	United States	¥

	Brigard & Urrutia Abogados	Bogotá	Colombia	¥
	Chadbourne & Parke	New York	United States	
	Cleary Gottlieb Steen & Hamilton	Paris	France	¥
	Colombia's National Prosecutor's Office	Bogotá	Colombia	*
	Covington & Burling	New York	United States	¥
	Ernst & Young	New York	United States	°
	Freshfields Bruckhaus Deringer	Paris, Washington DC	France, United States	^
	Fundación Vivamos Humanos	Bogotá	Colombia	°
	Hogan Lovells	Miami	United States	*
	ICNL	Washington DC	United States	^
	Korea Co.	Seoul	Korea, Republic of	^
	La Sabana University, International Law Commission	Bogotá, Geneva	Colombia, Switzerland	^
	Posse Herrera & Ruiz Abogados	Bogotá	Colombia	
	PwC	New York	United States	
	Quinones Cruz Ltda Abogados	Bogotá, DC	Colombia	¥
	Skadden, Arps, Slate, Meagher & Flom	New York	United States	¥
	SolarPark Engineering Co.	Seoul	Korea, Republic of	^
	Universidad Externado de Colombia, WTO- World Trade Organization	Bogotá, Geneva	Colombia, Switzerland	
	White & Case	New York	United States	
COSTA RICA	BLP Abogados, Patterson Belknap Webb & Tyler	New York, San Jose	United States, Costa Rica	^
	Deloitte Tax	New York	United States	^
	Facio & Canas	San Jose	Costa Rica	^
CROATIA	Odvjetnicko drustvo Petric i dr.	Varazdin	Croatia	¥
CZECH REPUBLIC	Ministry of Justice	Prague	Czech Republic	
	Weil, Gotshal & Manges	Prague	Czech Republic	^
	Wood & Company Financial Services		Czech Republic	°
DENMARK	Bech-Bruun Law Firm	Copenhagen, Aarhus	Denmark	° ^

	Bruun & Hjejle	Copenhagen	Denmark	*
	Danish Ministry of Foreign Affairs	Copenhagen	Denmark	¥
	Kromann Reumert Law Firm	Copenhagen	Denmark	*
	Lassen Ricard	Copenhagen	Denmark	
	Lett Law Firm	Copenhagen	Denmark	
	Sidley Austin	Brussels	Belgium	¥
	United Nations Dispute Tribunal	New York	United States	°
DOMINICAN REPUBLIC	Ortega & Patiño	Santo Domingo	Dominican Republic	*
	PwC	New York	United States	
	Superintendencia de Valores	Santo Domingo	Dominican Republic	¥
ECUADOR	Han Kun Law Offices	Shanghai	China	¥
	Hannes Snellman Attorneys	Helsinki	Finland	¥
	United Nations, Office of Legal Affairs	Navarro	Spain	^
FINLAND	Han Kun Law Offices	Shanghai	China	¥
	Hannes Snellman Attorneys	Helsinki	Finland	¥
	International Development Law Organization	Rome	Italy	^
	Milbank, Tweed, Hadley & McCloy	London	United Kingdom	*
	Roschier, Attorneys	Helsinki	Finland	^
FRANCE	Allen & Overy	London	United Kingdom	^
	Ashurst	Paris	France	
	Boies, Schiller & Flexner	New York	United States	
	CGSH	New York	United States	
	Cleary Gottlieb Steen & Hamilton	New York, Paris	France, United States	°
	Clifford Chance	Luxembourg	Luxembourg	*
	Curtis, Mallet-Prevost, Colt & Mosle	New York, Washington	United States	^ ¥
	Elvinger, Hoss & Prussen	Luxembourg	Luxembourg	*
	Freshfields Bruckhaus Deringer	Paris	France	*

	Gibson, Dunn & Crutcher	Paris	France	^
	Hogan Lovells	Paris	France	
	Linklaters	Paris	France	¥
	Sidley Austin	Brussels	Belgium	°
	SJ Berwin	Paris	France	
	Sullivan & Cromwell	Paris, New York	France, United States	*
	Swiss Ministry of Foreign Affairs		Switzerland	^
	Weil Gotshal	Paris	France	*
	White & Case	New York, Paris	United States, France	*
	Willkie Farr & Gallagher	Brussels	Belgium	^
	Wilmer Culter Pickering Hale and Dorr	London	United Kingdom	
GEORGIA	Ministry of Justice International Law Department		Georgia	°
GERMANY	Beiten Burkhardt	Munich	Germany	*
	Clifford Chance	Frankfurt am Main	Germany	°
	Court of Appeals	Hamburg	Germany	°
	Free University	Berlin	Germany	*
	Freestate of Bavaria	Munich	Germany	*
	Freshfields Bruckhaus Deringer	Berlin	Germany	^
	Gleiss Lutz	Hamburg	Germany	° ¥
	Hengeler Mueller	Berlin	Germany	*
	Higher Regional Court	Frankfurt	Germany	°
	Hogan Lovells	Dusseldorf	Germany	
	K&L Gates	Berlin	Germany	*
	Kammergericht Berlin	Berlin	Germany	*
	Linklaters	Frankfurt	Germany	¥
	Loyens & Loeff	Luxembourg	Luxembourg	°
	Max Planck Institute for International Law	Heidelberg	Germany	¥

	Neef Legal	Berlin	Germany	^
	Noerr	Munich	Germany	¥
	Public Service / Bavaria	Munich	Germany	°
	Shearman & Sterling	Dusseldorf	Germany	^
	SKW Schwarz Rechtsanwälte	Munich	Germany	^
	State of Lower Saxony		Germany	¥
	Superior Court of Berlin	Berlin	Germany	*
GHANA	Ernst & Young	New York	United States	°
GREECE	Harris Kyriakides	Larnaca	Cyprus	*
	KPMG	New York	United States	¥
	Reed Smith	New York, Philadelphia	United States	^
	Sullivan & Cromwell	New York	United States	
	The World Bank	Washington DC	United States	^
	UN High Commission for Refugees	Geneva	Switzerland	
	White & Case	Brussels	Belgium	°
GUATEMALA	Consortium - Centro América Abogados		Guatemala	^
	Hogan Lovells	Hong Kong	Hong Kong	¥
HONDURAS	Allen & Overy	New York	United States	°
	Consortium - Centro América Abogados		Honduras	^
HONG KONG	Center for International Law, National University of Singapore	Ridge Road	Singapore	¥
	Hogan Lovells	Hong Kong	Hong Kong	¥
	Mayer Brown JSM	Hong Kong	China	
	Skadden, Arps, Slate, Meagher & Flom	Hong Kong	China	
	Vivien Chan & Co.	Hong Kong	China	¥
HUNGARY	Allen & Overy	New York	United States	°
	Ministry of Public Administration and Justice	Budapest	Hungary	^
ICELAND	KPMG	New York	United States	

INDIA	Aladdin Capital Management	Stamford	United States	°
	Allen & Geldhill	Singapore	Singapore	
	Amarchand Mangaldas, Suresh A. Shroff and Associates	Bombay	India	^
	Association for Civil Rights in Israel	Jerusalem	Israel	¥
	AZB & Partners	Mumbai	India	¥
	Clarus Law Associates	New Delhi	India	°
	Cleary Gottlieb Steen & Hamilton	London	United Kingdom	
	Clifford Chance	London	United Kingdom	
	Curtis, Mallet-Prevost, Colt & Mosle	New York	United States	
	Dahiya Law Offices	New York	United States	°
	International Institute for Sustainable Development	Geneva	Switzerland	¥
	Kasowitz Benson Torres & Friedman	New York	United States	¥
	Lakshmikumaran & Sridharan	New Delhi	India	^
	Latham & Watkins	London	United Kingdom	
	Law Offices of Dalbir Singh	New York	United States	¥
	Linklaters	London, Singapore	United Kingdom, Singapore	^ ¥
	Mulla & Mulla Craigie Blunt & Caroe	Mumbai	India	°
	Nishith Desai Associates	Mumbai	India	° ¥
INDONESIA	DNC Law Firm	Jakarta Selatan	Indonesia	
	Hadiputranto, Hadinoto & Partners	Jakarta Selatan	Indonesia	
	Linklaters	Singapore	Singapore	*
IRELAND	Covington & Burling	Brussels, Geneva	Belgium, Switzerland	^
	Cravath, Swaine & Moore	New York	United States	*
	Davis Polk & Wardwell	Menlo Park	United States	
	Timap for Justice		Sierra Leone	
	World Intellectual Property Organization	Brussels, Geneva	Belgium, Switzerland	^
ISRAEL	Foreign Ministry- Israel	Jerusalem	Israel	*

	Human Rights Watch	Jerusalem	Israel	¥
	International Law Commission	Geneva	Switzerland	^
	Levy-Meidan		Israel	^
	NYU School of Law	New York	United States	
	Ropes & Gray	New York	United States	
	S. Biran Law Offices	Tel Aviv	Israel	°
	UN High Commission for Human Rights		Sri Lanka	
ITALY	Banca D'Italia		Italy	°
	Bonelli Erede Pappalardo	Geneva, Milano	Italy	¥
	Bonn & Schmitt	Luxembourg	Luxembourg	*
	Chiomenti Studio Legale		Singapore	°
	Cleary Gottlieb Steen & Hamilton	Rome	Italy	
	Craca Pisapia Tatzozzi Studio Legale	Milan	Italy	°
	International Court of Justice	The Hague	Netherlands	^
	Jones Day	Milan	Italy	*
	Latham & Watkins	Milan	Italy	
	Macchi di Cellere Gangemi	Milan	Italy	^
	Studio Benessia-Maccagno, associazione professionale di avvocati	Torino	Italy	°
	Studio Legale Mastroianni	Napoli	Italy	^
	Studio Pedersoli e Associati	Milan	Italy	¥
	Università degli Studi di Napoli "Federico II"	Napoli	Italy	^
	Wachtell Lipton Rosen & Katz	New York	United States	
	Zamperla, Inc.	Boonton	United States	¥
JAPAN	Baker & McKenzie	Tokyo	Japan	¥
	Bank of Japan	Tokyo	Japan	° *
	Blake Dawson	Melbourne	Australia	^
	Cleary Gottlieb Steen & Hamilton	Washington DC	United States	¥

Dorsey & Whitney	Minneapolis	United States	*
Ernst & Young	New York	United States	*
Freshfields Bruckhaus Deringer	Tokyo	Japan	
Government of Japan	Tokyo	Japan	*
Hughes Hubbard & Reed	New York	United States	*
Japan Fair Trade Commission	Tokyo	Japan	°
Japanese Government, Ministry of Foreign Affairs	Tokyo	Japan	
Keidanren	Tokyo	Japan	^
Kirkland & Ellis	Chicago	United States	*
Kyowa Patent and Law Office	Tokyo	Japan	
Ministry of Foreign Affairs of Japan	Tokyo	Japan	°
Ministry of Internal Affairs and Communications	Tokyo	Japan	¥ *
Mitsubishi Corporation	New York, Tokyo	United States, Japan	¥
Mitsui & Co.	Tokyo	Japan	^ ¥ *
Mizuho Financial Group	Tokyo, New York	Japan, United States	¥
Mori Hamada & Matsumoto	Tokyo	Japan	*
Morrison & Foerster	New York	United States	
Nagashima Ohno & Tsunematsu	Tokyo	Japan	¥
Nakamura & Partners Patent and Law Office	Tokyo	Japan	*
Nishimura & Asahi	Tokyo	Japan	¥
Norinchukin Bank	Tokyo	Japan	*
O'Melveny & Myers	Los Angeles	United States	
Paul Hastings	Tokyo	Japan	°
Paul Weiss Rifkind Wharton	New York, Tokyo	United States, Japan	¥
Sharp Corporation	Osaka	Japan	*
Slaughter and May	London	United Kingdom	¥
SOFTBANK CORP.	Tokyo	Japan	

	Sullivan & Cromwell	New York	United States	*
	Sumitomo Metal Industries	Tokyo	Japan	° *
	The Ministry of Land, Infrastructure, Transport and Tourism	Tokyo	Japan	°
	Toshiba Corporation	Tokyo	Japan	°
	White and Case	Tokyo	Japan	^ *
	World Trade Organization	Geneva	Switzerland	^
KAZAKHSTAN	PwC	Almaty	Kazakhstan	¥
KENYA	Ernst & Young	New York	United States	¥
	International Fund for Agricultural Development	Rome	Italy	°
	Iseme, Kamau and Maema Advocates	Nairobi	Kenya	*
KOREA, REPUBLIC OF	Bae, Kim & Lee	Seoul	Korea, Republic of	^ ¥
	BKL	Seoul	Korea, Republic of	*
	BryanCave	Singapore	Singapore	¥
	Korea University Legal Research Institute	Seoul	Korea, Republic of	*
	LG Display	Seoul	Korea, Republic of	*
	Logos Law	Seoul	Korea, Republic of	*
	Paul, Weiss, Rifkind, Wharton & Garrison	New York	United States	° ^
	Queens District Attorney's Office	New York	United States	^
	Sanofi-Aventis Korea Co.	Seoul	Korea, Republic of	¥
	Supreme Court of Korea	Seoul	Korea, Republic of	*
	Yoon & Yang	Seoul	Korea, Republic of	^
	Yulchon	Seoul	Korea, Republic of	*
MALAYSIA	Sullivan & Cromwell	New York	United States	¥
MEXICO	Alvarado Smith	Santa Ana	United States	¥
	Arnold & Porter	Washington DC	United States	°
	Baker & McKenzie	Juarez, Monterrey	Mexico	^ *
	Barrera, Siqueiros y Torres Landa	Mexico City	Mexico	¥

	Cervecería Cuauhtémoc Moctezuma	Monterrey	Mexico	^
	Cleary Gottlieb Steen & Hamilton	New York	United States	° ¥
	Coca-Cola Femsa	Mexico City	Mexico	¥
	Comision Federal de Competencia	Mexico City	Mexico	°
	Creel, García Cuellar Aiza y Enriquez	Mexico City	Mexico	¥
	Curtis, Mallet-Prevost, Colt & Mosle	New York	United States	^
	Haynes and Boone	Mexico City	Mexico	°
	Inter-American Commission on Human Rights	Washington DC	United States	
	KPMG	New York	United States	*
	Martinez Arrieta	Monterrey	Mexico	*
	Mexican Ministry of the Interior	Mexico City	Mexico	°
	Paul, Weiss, Rifkind, Wharton & Garrison	New York	United States	¥
	Permanent Mission of Mexico to the United Nations	New York	United States	*
	Ritch Mueller	Mexico City	Mexico	*
	Santos Elizondo Cantu Rivera Gonzalez de la Garza	San Pedro Garza Garcia	Mexico	°
	Skadden, Arps, Slate, Meagher & Flom	New York	United States	
	State of Sonora Attorney General's Office		Sonora	^
	Suprema Corte de Justicia de la Nación	Mexico City	Mexico	*
	Wachtell, Lipton, Rosen & Katz	New York	United States	°
NETHERLANDS	Cleary Gottlieb Steen & Hamilton	Brussels, New York	Belgium, United States	^
	De Brauw Blackstone Westbroek	Amsterdam	Netherlands	^ *
	KPMG	Amsterdam	Netherlands	^
	Loyens & Loeff	Amsterdam	Netherlands	^
	Stibbe	Amsterdam	Netherlands	
NEW ZEALAND	Allen & Overy	London	United Kingdom	¥
	Crown Law	Wellington	New Zealand	¥
	Freshfields Bruckhaus Deringer	London	United Kingdom	^

	New Zealand Crown Law Office	Wellington	New Zealand	¥
	New Zealand Ministry of Foreign Affairs and Trade	Wellington	New Zealand	*
	NYU School of Law	New York	United States	
	Robin Simon	London	United Kingdom	^
NIGERIA	International Monetary Fund	Washington DC	United States	¥
NORWAY	PWC	New York	United States	
	The Norwegian Ministry of Justice	Oslo	Norway	^ ¥
	Wiersholm Law Firm	Oslo	Norway	¥
PANAMA	Banco Latinoamericano de Comercio Exterior (BLADEX)		Panama	^
	Embassy of Panama in the Organization of American States	Washington DC	United States	°
	Permanent Mission of Panama to the United Nations	New York	United States	
	Sucre, Arias & Reyes	Panama	Panama	
PERU	Davis Polk & Wardwell	New York	United States	
	DLA Piper	New York	United States	*
	Edegel	Lima	Peru	°
	Hernandez & Cia Law Firm	Lima	Peru	¥
	Inter-American Investment Corporation	Washington DC	United States	
	Lang Michener	Vancouver	Canada	^
	Milbank, Tweed, Hadley & McCloy	New York	United States	
	Morrison & Foerster	New York	United States	*
	PwC	New York	United States	^
	Sandoval	Lima	Peru	^
	Sidley Austin	New York	United States	*
	Simpson Thacher & Bartlett	New York	United States	*
PHILIPPINES	Angara Abello Concepcion Regala & Cruz Law Offices	Manila	Philippines	*
	Bangko Sentral ng Pilipinas	Manila	Philippines	°
	Cleary Gottlieb Steen & Hamilton	New York	United States	

	IDLO	Rome	Italy	¥
	Philippine Permanent Mission to the United Nations	New York	United States	°
	Procter & Gamble Asia	Thomson Road	Singapore	¥
	Skadden, Arps, Slate, Meagher & Flom		Singapore	
	SyCip Salazar Hernandez & Gatmaitan	Makati City	Philippines	° ^
	Weil, Gotshal & Manges	New York	United States	^
POLAND	European Bank for Reconstruction and Development	London	United Kingdom	^
PORTUGAL	PLMJ e Associados RL	Lisbon	Portugal	
	University of Coimbra	Coimbra	Portugal	¥
RUSSIA	Akin Gump Strauss Hauer & Feld	New York	United States	
	Ashurst	London	United Kingdom	
	Baker & McKenzie	Moscow	Russian	°
	Cleary Gottlieb Steen & Hamilton	New York	United States	
	Dechert	Moscow	Russian	*
	Freshfields Bruckhaus Deringer	London, Moscow	United Kingdom, Russia	*
	KPMG	Montvale	United States	
SERBIA and MONTENEGRO	Deloitte	Belgrade	Serbia and Montenegro	¥
	University of Belgrade	Belgrade	Serbia and Montenegro	
SINGAPORE	Allen & Gledhill	Singapore	Singapore	°*
	Attorney General's Chambers	Singapore	Singapore	¥ *
	Drew & Napier	Singapore	Singapore	° ^ *
	Human Rights in China	New York	United States	
	Inland Revenue Authority of Singapore	Singapore	Singapore	^
	Rajah & Tann	Singapore	Singapore	^ *
	Singapore Legal Service	Singapore	Singapore	°
	WilmerHale	London	United Kingdom	¥
SOUTH AFRICA	Davis Polk & Wardwell	New York	United States	¥

	International Criminal Tribunal for the Former Yugoslavia	The Hague	Netherlands	°
	World Bank's Legal Associate Program	Washington DC	United States	*
SPAIN	Ashurst	Madrid	United States	*
	Baker & McKenzie	Chicago	United States	
	Banco Santander	NEW YORK	United States	^
	Caplin & Drysdale	Washington DC	United States	^
	Cuatrecasas Gonçalves Pereira	Madrid, Barcelona	Spain	¥ *
	Garrigues	Barcelona	Spain	¥
	Greenberg Traurig	Miami	United States	*
	Hogan Lovells	Madrid	Spain	^ *
	Inter-American Commission on Human Rights	Washington DC	United States	¥
	Kirkland & Ellis	New York	United States	
	MDG-F	New York	United States	*
SRI LANKA	Extraordinary Chambers of the Courts of Cambodia	Colombo, Phnom Penh	Sri Lanka, Cambodia	^ ¥
SWEDEN	Mannheimer Swartling Law Firm	Stockholm	Sweden	°
	Simpson Thacher & Bartlett	New York	United States	¥
	Stockholm District Court, Extraordinary Chambers in the Courts of Cambodia	Stockholm	Cambodia, Sweden	°
SWITZERLAND	Bär & Karrer	Zürich	Switzerland	¥
	Budin & Partners	Geneva	Switzerland	
	Federal Court of Switzerland	Lausanne	Switzerland	°
	Froriep Renggli	Geneva	Switzerland	^
	Homburger	Zürich	Switzerland	°
	Kellerhals Attorneys at Law	Bern	Switzerland	^ *
	Niederer Kraft & Frey	Zürich	Switzerland	
	Pestalozzi Lachenal Patry	Zürich	Switzerland	°
	Phoenix Pictures	Los Angeles	United States	

	Swissperform	Zürich	Switzerland	¥
	Walder Wyss & Partner	Zürich	Switzerland	° *
	Wuersch & Gering	New York	United States	^
TAIWAN	Free Trade Commission of Taiwan		Taiwan	
	Human Rights in China	New York	United States	
	International Commission of Jurists		Switzerland	°
	Lee and Li	Taipei	Taiwan	^
	Superior Court of California,	San Francisco	United States	°
	UN International Law Convention	Geneva	Switzerland	
THAILAND	Baker & McKenzie	Bangkok	Thailand	¥
	Linklaters	Bangkok	Thailand	¥ *
	Tantasathien Co.	Bangkok	Thailand	*
	The Office of Attorney General of Thailand	Bangkok	Thailand	°
	The Revenue Department	Bangkok	Thailand	*
TURKEY	European Bank for Reconstruction and Development	London	United Kingdom	¥
UGANDA	International Fund for Agricultural Development	Milan	Italy	°
	PwC	New York	United States	
UKRAINE	IBFD	Amsterdam	Netherlands	*
UNITED KINGDOM	Attorney General's Chambers	Singapore	Singapore	*
	Clifford Chance	London	United Kingdom	° ^ ¥ *
	Debevoise & Plimpton	New York	United States	
	Dechert	Paris	France	
	Edwards Angell Palmer and Dodge	London	United Kingdom	¥
	Freshfields Bruckhaus Deringer	London	United Kingdom	
	Harnik & Finkelstein	New York	United States	*
	International Monetary Fund	Washington DC	United States	° *
	KPMG	New York	United States	¥

	Legal Services Commission	Singapore	Singapore	¥
	Linklaters	London	United Kingdom	
	NYU School of Law	New York	United States	¥
	Rajah & Tann	Singapore	Singapore	*
	Shearman & Sterling	Tokyo	Japan	^
	Singapore Legal Service	Singapore	Singapore	*
	Slaughter and May	London	United Kingdom	^
URUGUAY	Pryor Cashman	New York	United States	*
	Regulatory Fundamentals Group	New York	United States	°
VENEZUELA	Baker & McKenzie	Caracas	Venezuela	°
	Ernst & Young	New York	United States	*
	Inter-American Investment Corporation	Washington DC	United States	*

CHART 4: Eligibility to Take the Bar Examination: Foreign Law School Graduates

Jurisdiction	Are graduates of foreign law schools eligible for admission?		If graduates of foreign law schools are eligible for admission by examination under your rules, are any of the following required?						If graduates of foreign law schools are eligible for admission without examination under your rules, are any of the following also required?				Does your jurisdiction recognize with regularity the sufficiency of a legal education received at any particular foreign law school?		If a foreign law school graduate obtains an LL.M. or other graduate law degree from an ABA-approved law school, is the graduate then eligible to take the bar exam on this basis alone?	
	Yes	No	Legal education in English common law	Additional education at an ABA-approved law school	Practice of law in home jurisdiction	Determination of educational equivalency	Admission in another U.S. jurisdiction	No additional requirements	Admission in another U.S. jurisdiction	Determination of educational equivalency	Legal education in English common law	No additional requirements	Yes	No	Yes	No
Alabama	X		X	X	X	X	X						X			X
Alaska	X		X	X		X	X							X		X
Arizona		X												X		X
Arkansas		X												X		X
California	X			X	X	X	X							X	X	
Colorado	X		X		X									X		X
Connecticut		X												X		X
Delaware		X												X		X
District of Columbia	X			X					X					X		X
Florida	X						X							X		X
Georgia		X												X		X
Hawaii	X		X		X									X		X
Idaho		X												X		X
Illinois	X				X	X								X		X
Indiana		X												X		X
Iowa		X												X		X
Kansas		X												X		X
Kentucky	X				X	X								X		X
Louisiana	X					X								X		X
Maine	X				X	X								X		X
Maryland	X			X			X							X		X
Massachusetts	X			X		X			X	X			X			X
Michigan		X												X		X
Minnesota		X												X		X
Mississippi		X												X		X
Missouri	X			X	X		X							X		X
Montana		X												X		X
Nebraska		X												X		X
Nevada	X		X		X	X								X		X
New Hampshire	X		X		X	X			X	X	X			X		X
New Jersey		X												X		X

CHART 4: Eligibility to Take the Bar Examination: Foreign Law School Graduates (*continued*)

Jurisdiction	Are graduates of foreign law schools eligible for admission?		If graduates of foreign law schools are eligible for admission by examination under your rules, are any of the following required?						If graduates of foreign law schools are eligible for admission without examination under your rules, are any of the following also required?				Does your jurisdiction recognize with regularity the sufficiency of a legal education received at any particular foreign law school?		If a foreign law school graduate obtains an LL.M. or other graduate law degree from an ABA-approved law school, is the graduate then eligible to take the bar exam on this basis alone?	
	Yes	No	Legal education in English common law	Additional education at an ABA-approved law school	Practice of law in home jurisdiction	Determination of educational equivalency	Admission in another U.S. jurisdiction	No additional requirements	Admission in another U.S. jurisdiction	Determination of educational equivalency	Legal education in English common law	No additional requirements	Yes	No	Yes	No
New Mexico	X						X							X		X
New York	X			X		X								X	X	
North Carolina		X												X		X
North Dakota		X												X		X
Ohio	X			X		X			X	X				X		X
Oklahoma		X												X		X
Oregon	X		X			X			X	X	X			X		X
Pennsylvania	X			X	X									X		X
Rhode Island	X					X								X		X
South Carolina		X												X		X
South Dakota		X												X		X
Tennessee	X			X		X								X		X
Texas	X			X	X	X								X		X
Utah	X		X	X	X									X		X
Vermont	X		X		X	X			X				X			X
Virginia		X												X		X
Washington	X		X		X									X		X
West Virginia	X		X	X		X			X	X	X			X		X
Wisconsin	X		X	X	X	X			X					X	X	
Wyoming		X												X		X
Guam		X												X		X
Northern Mariana Islands		X												X		X
Palau	X					X								X	X	
Puerto Rico		X												X		X
Virgin Islands	X						X		X					X		X

Supplemental Remarks

If graduates of foreign law schools are eligible for admission **by examination** under your rules, do other requirements apply?

Alaska A graduate of a foreign law school in which the principles of English law are taught may be eligible to take the bar exam if he or she submits proof that 1) the law school from which he/she graduated meets the ABA's standards for approval; and 2) he/she has successfully completed 1 year at an ABA-approved law school, including successful completion of 1 course in U.S. Constitutional Law and 1 course in U.S. Civil Procedure, or is a member in good standing of the bar of 1 or more states, territories, or the District of Columbia and was admitted to the bar of that state, territory, or the District of Columbia after written examination.

(*continued*)

Supplemental Remarks (*continued*)

California Foreign law school graduates must request individual evaluation to determine legal education equivalency. Graduates from foreign law schools may qualify to take the California bar exam if they obtain an LL.M. degree or complete an additional 1 year of law study at an ABA-approved or California-accredited law school which includes a certain number of credits in bar examination subject matter. Foreign-educated law students who did not graduate are not eligible to take the exam and are required to either graduate with a J.D. degree at an ABA-approved or California-accredited law school or complete 4 years of law study at a law school registered in California and pass the First-Year Law Students' Exam. Foreign law school graduates who are admitted to the active practice of law in good standing in their countries do not have to complete any additional law study to qualify to take the bar exam.

Colorado Must have practiced actively and substantially for 5 of the previous 7 years in jurisdiction where admitted.

Connecticut An applicant who otherwise does not meet the educational requirements may be eligible to sit for the exam if he/she meets certain conditions. Conditions include admission before the highest court of original jurisdiction in a U.S. state, the District of Columbia, the Commonwealth of Puerto Rico, or a U.S. District Court for 10 or more years, good standing in such jurisdiction, active practice of law in that jurisdiction for 5 of the last 7 years, and an intention to actively practice law in Connecticut and to devote a majority of his/her work to such practice.

District of Columbia Applicant may be permitted to take bar examination upon successful completion of at least 26 semester hours of study in the subjects tested on the DC bar exam in a law school that at the time of such study was ABA-approved. All such 26 semester hours shall be earned in courses of study, each of which is substantially concentrated on a single tested subject.

Florida After 10 years' active practice in another jurisdiction (District of Columbia or other states in the United States or in federal courts in the United States or its territories, possessions, or protectorates) in which applicant has been duly admitted, the applicant may file a representative compilation of work product for evaluation by the Board.

Georgia Published waiver policy lists criteria considered by Board in determining whether waiver standard has been met.

Hawaii Applicant must be admitted to practice and be in good standing before the highest court in foreign country where English common law is the basis of jurisprudence and where English is the language of instruction and practice in the courts, and must have actively practiced for 5 of the past 6 years prior to filing the application for admission by examination.

Illinois Graduates of foreign law schools who are licensed and in good standing in country conferring law degree or in a U.S. jurisdiction, who have actively and continuously practiced under such license(s) for 5 of the 7 years immediately prior to making application in Illinois, having verifiably devoted an annual minimum of 1,000 hours of practice of law where licensed, and the quality of whose legal and other education has been determined acceptable by the Board may apply to take bar exam.

Kentucky An attorney who is a graduate of a foreign law school can apply for an education evaluation to determine if applicant's legal education is substantially equivalent to the Kentucky law school education. If the law school is approved, the applicant may sit for the bar exam if he/she has been actively and substantially engaged in the practice of law for 3 of the last 5 years.

Louisiana Foreign attorneys can apply to take the bar exam but must first have an educational equivalency evaluation conducted and complete 14 hours at an American law school.

Maine Must satisfy requirements of Regulation for Determining Equivalency of Foreign Legal Education and have practiced for 3 years in the jurisdiction where licensed.

Maryland A graduate of a foreign law school may qualify to apply for a waiver to take the Maryland Bar Examination if he or she has been admitted by exam in another U.S. jurisdiction or is admitted in a foreign jurisdiction and has completed a minimum of 26 credit hours of study at an ABA-approved law school in Maryland in the subjects covered in the Maryland Bar Examination.

Massachusetts A graduate from a foreign law school (other than those Canadian law schools that are prequalified) may be permitted to sit for the bar exam after taking further legal studies designated by the Board at an ABA-approved law school or a Massachusetts-accredited law school. Foreign law school graduates must obtain a determination of their educational equivalency from the Board prior to making application.

Missouri Graduates who have passed the bar exam in another state and hold an active law license are eligible to take the bar exam with either (1) full-time practice for 3 of the 5 years preceding application or (2) completion of 24 credit hours in residence at an ABA-approved law school within the 3 years prior to application. Graduates who are not licensed in another state must be admitted to practice law in the foreign country where the foreign law degree was conferred and be in good standing with either (1) full-time practice for 3 of the 5 years preceding the application or (2) completion of 24 credit hours in residence at an ABA-approved law school within the 3 years prior to application.

New Hampshire Graduate must be legally trained in common law, and a determination of educational equivalency is required. Graduate must be a member in good standing in home jurisdiction. In addition, one of the following requirements must also be met: additional education at an ABA-approved law school or admission in another U.S. jurisdiction.

New Mexico Applicant may take the exam if he/she is licensed in another state of the United States and has practiced law there 4 of the 6 years prior to application.

New York Applicant must complete period of law study equivalent in duration and substance to that specified in New York rules in law school recognized by competent accrediting agency of the government of such foreign country. All applicants must have their transcripts evaluated by the Board of Law Examiners to determine if further study is required in the form of a qualifying LL.M. degree from an ABA-approved law school in the United States.

North Carolina The eligibility of foreign-trained applicants is limited to those who had an LL.M. conferred prior to August 1, 2005, the date of the pertinent rule change.

Ohio If an applicant's legal education was not received in the United States, the education must be evaluated and approved by the Supreme Court as equivalent to ABA-approved law school education. For equivalency, an applicant must show successful completion of 30 credit hours at an ABA-approved law school in addition to a foreign law degree showing at least 3 years of full-time study. The registration application may not be processed until the education is approved by the Supreme Court. At least 3 additional years of full-time post-secondary education are required.

Oregon Applicant must be admitted to practice in a country where common law of England is the basis of its jurisprudence, and where requirements for admission to the bar are substantially equivalent to those of Oregon, and applicant must be a graduate of a law school determined by an Oregon equivalency panel to be equivalent to an ABA-approved law school.

Pennsylvania Applicant must have completed law study in a foreign law school, have been admitted and in good standing at the bar of a foreign jurisdiction, and have practiced in the jurisdiction for 5 out of the last 8 years. Applicant must also complete 30 credit hours taken in specified subjects at an ABA-approved law school.

Rhode Island Additional education at an ABA-approved law school may be required. Also, a foreign law school must be approved by a dean of an ABA-approved law school certifying that foreign degree is equivalent to that of an ABA-approved law school.

Tennessee Applicant must prove undergraduate and law school education are equivalent of that required by Tennessee rules.

Texas A graduate of a foreign non-correspondence law school accredited by its jurisdiction can take the exam if he/she holds a valid law license issued by that jurisdiction provided: he/she has 5 out of last 7 years of lawful practice in the foreign nation or elsewhere and either demonstrates that the law of the foreign nation or elsewhere is comparable to that of Texas or holds an LL.M. from an ABA-approved law school (not by correspondence or distance learning); or he/she has 3 out of last 5 years of lawful practice in the foreign nation or elsewhere, demonstrates that the law of the foreign nation is comparable to that of Texas, and holds an LL.M. from an ABA-approved law school (not by correspondence or distance learning). In all events, the applicant must demonstrate that he/she holds the equivalent of a J.D. If licensed by another U.S. jurisdiction, refer to Chart 3 on pages 8–9.

Utah A foreign lawyer with a law degree from an English common-law jurisdiction may sit for the bar exam after practicing law for 2 years in a common-law jurisdiction and completing 24 semester hours at an ABA-approved law school.

Vermont Foreign law school graduates can be admitted on motion if admitted in another jurisdiction. Otherwise, if applicant has been admitted to practice before highest court of a foreign country which is a common-law jurisdiction, Board may allow credit for such study as it deems proper, and applicant must pursue the study of law in Vermont for at least 2 years immediately preceding examination under the supervision of an attorney who has practiced at least 3 years in Vermont.

Washington A foreign law school graduate must be admitted to practice by examination in an English common law jurisdiction and have active legal experience for at least 3 of 5 years immediately preceding the application.

West Virginia Applicant may sit for examination if a law school graduate from a foreign country where the common law of England forms basis of jurisprudence, if educational requirements for admission in said country are substantially the same as in West Virginia and applicant is admitted in good standing there, and if applicant successfully completes 30 credit hours of basic courses at an ABA-approved law school.

Wisconsin First degree of law and license to practice law from English common law jurisdiction and practice for at least 3 of last 10 years, or first degree of law from qualified and approved foreign law school and completion of an approved master of law program from an ABA-approved law school.

Puerto Rico Applicant must validate his or her studies and obtain a law degree from a law school approved by the ABA and by the Supreme Court.

Virgin Islands Eligibility is limited to applicants who come in under special admission provisions as set forth in the rules.

If graduates of foreign law schools are eligible for admission *without examination* under your rules, do other requirements also apply?

District of Columbia The applicant has been a member in good standing for 5 years of a court of general jurisdiction of any U.S. state or territory.

Massachusetts The Board in its discretion may excuse applicants possessing degrees from law schools in foreign countries, providing they have met the following requirements: a) obtained prior Board approval of their educational sufficiency and work history, b) provided verification that they have been admitted and are in good standing in another state, district, or territory of the United States and have engaged in the practice of law for 5 out of the past 7 years before making application, c) passed the MPRE, and d) satisfied the Board as to their moral character and fitness.

New Hampshire Foreign law graduates are only eligible for admission without examination if they meet other requirements for reciprocal admission for lawyers licensed in other states.

Ohio If an applicant's legal education was not received in the United States, the education must be evaluated and approved by the Supreme Court as equivalent to ABA-approved law school education. For equivalency, an applicant must show successful completion of 30 credit hours at an ABA-approved law school in addition to a foreign law degree showing at least 3 years of full-time study. The application for admission without examination may not be processed until the education is approved. At least 3 additional years of full-time post-secondary education are required.

Vermont If the law school is approved by Court, each request is reviewed individually first by the Board.

Wisconsin If eligible for admission on proof of practice elsewhere, having first been admitted to a reciprocal U.S. jurisdiction.

(continued)

Supplemental Remarks (*continued*)

Does your jurisdiction recognize with regularity the sufficiency of a legal education received at any particular foreign law school?

Massachusetts Canadian Law Schools: University of Alberta; University of British Columbia; University of Calgary; Dalhousie University; University of Manitoba; McGill University; University of New Brunswick; University of Ottawa; Queen's University; University of Toronto; University of Victoria; University of Western Ontario; University of Windsor; York University (Osgood Hall Law School); University of Saskatchewan.

Vermont Canadian Law Schools: University of Alberta; University of British Columbia; University of Calgary; University of Montreal; McGill University; University of New Brunswick; University of Ottawa; York University (Osgood Hall Law School); University of Saskatchewan.

If a foreign law school graduate obtains an LL.M. or other graduate law degree from an ABA-approved law school, is the graduate then eligible to take the bar examination on this basis alone?

Alabama Applicant must meet and show proof of the following requirements: (a) that the law school was approved in that foreign jurisdiction, (b) that the applicant has been admitted to the practice of law in the jurisdiction in which that law school is located, and (c) that the law degree program includes a substantial component of the study of English common law. A foreign law school graduate is eligible to take the bar examination if he or she has been admitted to practice law in a state or other jurisdiction within the United States and has been continuously engaged in the active practice of law and has been in good standing for at least 3 years.

California Applicant must have graduated and be eligible to take the admission exam in his/her foreign country and obtain an additional year of law study in certain courses at an ABA-approved or California-accredited law school in order to qualify to take the California Bar Exam.

Kentucky Applicant must still submit to education evaluation but additional degree has bearing on Board decision.

Maine Applicant's total education must be found to be substantially equivalent.

Massachusetts Not automatically, but depends on content (course of study) as well as other facts.

New Hampshire Not automatically. Applicant must meet other requirements for foreign law school graduates.

New York In most cases, but there are other factors.

Tennessee Applicant's total education must be found to be substantially equivalent and applicant must complete 24 hours at an ABA-approved law school or 1/3 credits needed at a Tennessee-approved law school.

Texas A graduate of a foreign non-correspondence law school accredited by its jurisdiction can take the exam if he/she holds a valid law license issued by that jurisdiction provided: he/she has 5 out of last 7 years of lawful practice in the foreign nation or elsewhere and either demonstrates that the law of the foreign nation is comparable to that of Texas or holds an LL.M. from an ABA-approved law school (not by correspondence or distance learning); or he/she has 3 out of last 5 years of lawful practice in the foreign nation or elsewhere, demonstrates that the law of the foreign nation is comparable to that of Texas, and holds an LL.M. from an ABA-approved law school. In all events, the applicant must demonstrate that he/she holds the equivalent of a J.D.

Wisconsin Applicant must meet and show proof of the following requirements: (a) that the law school was approved in that foreign jurisdiction, (b) that the LL.M. program meets specific minimum requirements pertaining to total semester hours of credit, minutes of instruction, and duration of program, and (c) that the LL.M. program consists of a certain number of semester hours of specified courses. The LL.M. program must be located at an ABA-approved law school and be completed within 24 months of enrollment.

Palau A graduate of a foreign law school accredited in that country is eligible with or without a graduate law degree from an ABA-approved law school.

Citizenship Requirements for Employment in the Judiciary



Current appropriations law prohibits the use of appropriated funds to pay the compensation of any employee of the U.S. federal government where the duty location is in the continental U.S. unless such person:

1. is a U.S. citizen;
2. is a person who owes allegiance to the U.S. (i.e., nationals of American Samoa, Swains Island, and the Northern Mariana Islands, and nationals who meet other requirements described in [8 U.S.C. 1408](#));
3. is a person admitted as a refugee or granted asylum who has filed a declaration of intention to become a lawful permanent resident and then a citizen when eligible; or
4. is a lawful permanent resident who is seeking citizenship as outlined in 8 U.S.C. 1324b(a)(3)(B).

To comply with requirement No. 4 above, an individual must be a lawful permanent resident (have a green card) and apply for citizenship within a short time of first becoming eligible to do so. An individual is not eligible to apply for citizenship until he or she has been a permanent resident for at least five years (three years if seeking naturalization as a spouse of a citizen). When that occurs, he or she must apply for citizenship within six months of becoming eligible and must complete the process within two years of applying (unless there is a delay caused by the processors of the application). **NOTE:** A lawful permanent resident who is not yet eligible to apply for citizenship at the start of judicial employment may lawfully be employed by the judiciary, provided that he or she submits an affidavit indicating the intent to apply for citizenship when eligible to do so. A sample form of this affidavit has been provided to the courts.

The appropriations law requirements apply to anyone appointed into a paid position within the judiciary in the continental U.S. The appropriations law requirements do not apply to employees with a duty station in Alaska, Hawaii, the Virgin Islands, Puerto Rico, Guam, or the Northern Mariana Islands, nor do the requirements apply to unpaid volunteers.

Judiciary offices must obtain concurrence from the Administrative Office of the U.S. Courts, Office of General Counsel, to appoint an individual who is not a U.S. citizen.

In addition to the above appropriations law, The United States Department of Homeland Security, U.S. Citizenship and Immigration Services (USCIS), mandates all federal government agencies in the continental U.S. comply with the Immigration Reform and Control Act of 1986 (IRCA) which states that federal government agencies must hire only U.S. citizens and aliens who are authorized to work in the United States. All individuals appointed by a judiciary office must complete the [Employment Eligibility Verification Form \(Form I-9\)](#) certifying their eligibility to work in the U.S.