

# ***ALTERNATIVE CAREERS HANDBOOK***

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**The University of Akron School of Law  
Career Services Office  
C. Blake McDowell Law Center  
150 University Avenue  
Akron, OH 44325-2901  
Phone: 330-972-5321**

**[https://www.uakron.edu/law/career-  
services/](https://www.uakron.edu/law/career-services/)**

**Alisa Benedict O'Brien, Assistant Dean  
Alecia Bencze, Assistant Director**

## INTRODUCTION

An alternative career can be the correct choice for many law students and law school graduates. The choice to enroll in law school does not mean that you have to be a lawyer. Whether you put your legal training to active use or not, there are numerous opportunities for people with law degrees. By examining the possibility of following a different career path than most, you may find yourself in a job that better suits your skills and interests. You have a variety of career options; explore them.

The following individuals have law degrees but followed different paths:

Fidel Castro	Dictator
Henri Matisse	Artist
Jerry Springer	TV Host and actor
Colonel Sanders	KFC Founder
Howard Cosell	Sports Writer/Commentator
John Grisham	Author
Julio Iglesias	Singer
David E. Kelley	Screenwriter and Producer
Tony LaRussa	Baseball Player and Manager
Geraldo Rivera	Reporter and Talk Show Host
Gerard Butler	Actor
Ozzie Nelson	TV Star and Producer
Andrea Bocelli	Opera Singer

There is hope for alternative career seekers after all....

## I. WHAT IS AN ALTERNATIVE CAREER?

Many law students and graduates are looking for career options outside of the traditional practice of law. Alternative careers are sought after for a number of reasons, from a person's high level of interest in an area to a desire for a less rigorous work schedule.

In essence, **an alternative career is anything outside of the law firms, government agencies, public interest organizations, and judiciary that form the backbone of the legal establishment.** These are typically jobs that do not require a law degree, but will be enhanced because of skills learned in law school.

### Alternative Careers Strongly Preferring a JD

A law degree is highly beneficial in a number of fields related to the practice of law, and some require the applicant to possess a law degree. Career options such as law librarian, court administrator, and law professor all generally require a JD. Other career paths such as investment banking and dispute resolution/mediation, compliance or risk management may not require a JD, but the skills developed from law studies are highly beneficial.

### Alternative Careers Where a JD Provides Added Advantages or Value

A law degree can provide an extra advantage in fields which require statutory or regulatory analysis, contract administration, policy development, or negotiation. Many of the skills learned in law school are directly transferable to other businesses:

- Analytical Skills
- Advocacy
- Communication
- Research
- Ability to break down a problem into its component parts
- Work ethic

Even if used in a completely unrelated field, legal training may still prove useful by giving individuals enhanced analytical skills and different contexts for examining problems. For the self-employed, it acts as a powerful tool in planning and executing business decisions. Individuals pursuing entrepreneurship, real estate, or small business ownership will all be well served by their legal training.

## II. WHAT SKILLS DO YOU LEARN IN LAW SCHOOL THAT WILL HELP YOU IN AN ALTERNATIVE CAREER?

Although you may not realize it or care to believe it, law school teaches you a multitude of valuable skills that employers seek out in potential employees. In the book, "The Road Not Taken," by Kathy Grant and Wendy Werner, the authors outline a host of skills that you gain just from the everyday studying and tasks associated with law school.

**Ability to analyze facts.**

Problem-solving is the main skill you get from law school. You get it from reading and briefing cases, Moot Court, any journals that you work on, and exams. This is a particularly useful skill when it comes to identifying business problems and creating solutions.

**Ability to work in teams or groups.**

If you've worked with other students in Moot Court, or in a trial skills program, or in a study group, then you have the transferable skill of teamwork; that is, the ability to divide responsibilities and come up with a cohesive outcome. This is useful in any enterprise that is project-oriented.

**Ability to be a self-starter.**

As a law student, most of what you do is independent study. Any work as a law clerk typically exposes you to working without supervision, as well. Every employer appreciates employees who are self-starters.

**Risk awareness.**

As a law student you learn to be aware of the potential risk involved in transactions, products, policies, and programs. As an employee, risk awareness is useful in altering your employer to any risks they may be taking, and it is very useful in creating preventive policies, products, or programs.

**Counseling (including the ability to establish rapport, to listen, to reflect concerns back to clients, to empathize, and to problem solve).**

If you've taken part in client counseling competitions, clinics, or classes that involve counseling clients, then you have these transferable skills. These skills are useful in almost any position involving client or coworker contact.

**Familiarity with legal terminology.**

Going to law school gives you the ability to read and understand documents that are Greek to lay people — things like contracts, leases, and statutes. This skill is useful to employers in predicting the long-term impact legal documents may have on their organization. It also gives you the ability to communicate comfortably with people who work with legal matters.

**Knowledge of specific topics (like insurance, healthcare, tax, criminal law, corporations).**

Depending on your coursework, you've got a broad base of knowledge about a wide variety of areas. Especially if you can combine this knowledge with an undergraduate degree that specializes in a certain area (e.g., patent law with an undergrad technical major, or construction law with an undergrad architecture major), you are potential employee with a lot of knowledge to offer an employer — and a strong background for learning more.

**Strong motivation and the skills associated with it (working under pressure, ability to complete projects, ability to juggle multiple responsibilities).**

In law school, you respond to an enormous amount of pressure while balancing a heavy workload. As a law student, you have to meet strict deadlines and juggle multiple responsibilities. Also, as a law student you are perceived as having a history of success as well as the ability to complete projects. These skills are all highly prized by employers.

**Ability to think independently.**

As a law student, you are encouraged to think independently about issues and problems, coming up with your own solutions to them. You are taught to go beyond looking for answers, and instead identify issues. For potential employers, this translates into creative thinking skills and an ability to see the whole picture.

**Ability to negotiate.**

If you've taken part in clinics, seminars, or classes that focus on negotiation, or any extracurricular activities that require you to negotiate (for instance, as the business editor for a journal), then the ability to negotiate is a skill you bring to the table for potential employers. Your ability to negotiate will enable you to open the doors to new clients and new business, as well as to "close the deal."

**Ability to persuade.**

Taking part in Moot Court, as well as brief writing in your legal writing program, and writing for a journal, gives you the ability to persuade. This is a useful skill for convincing clients, other managers, staff, or peers.

**Ability to prepare effectively.**

Law school demands that you be always prepared so that you can respond quickly and accurately. This is a useful skill to businesses which must react and respond to new information and industry changes to stay profitable.

**Ability to speak before an audience.**

Responding to questions in class, as well as taking part in Moot Court and any extracurricular activities that require public speaking, will give you a valuable skill for employers. Ease in front of an audience is an asset in presenting facts, information, or business proposals.

**Research skills.**

Much of the work you do in law school focuses on research, as do many extracurricular and law clerking jobs. Research skills are a valuable asset for many employers who must rely on employees to dig up accurate and comprehensive information for them.

**Writing ability.**

Your exams, legal writing program, Moot Court, and any law review or journal

experience give you the ability to write a clear and precise manner. This skill gives you the edge in business communications. Good writing skills are always in high demand.

Depending on your own law school experience, you may have many more transferable skills. For instance, if you've done a lot of fundraising, then you've got interpersonal and business development skills that would be valuable to many employers. And your undergrad and work experiences will give you even *more* skills. So, go through what you've done, and take from your background the skills that you can give to future employers. You will find that you're a very valuable package, indeed!

### **III. WHAT TYPES OF ALTERNATIVE CAREER JOBS ARE OUT THERE?**

Non-traditional legal careers are professions in which a law degree is not required, but is a considerable asset. Law students develop many skills and qualifications during law school which easily transfer to other areas besides law. According to statistics reported by the Association for Legal Career Professionals (NALP), each year approximately 10-15% of law school graduates secure employment after graduation in a non-traditional legal position.

Jobs available in alternative fields are varied and depend greatly on your level and type of education, previous work experience, and happiness quotient. Many alternative careers are in compliance and regulatory affairs, management at all levels, policy analysis, strategic planning, labor relations, personnel and benefits, government, education and nonprofits.

There is a large amount of material out there listing alternative and non-traditional jobs for those with J.D.'s. What follows is one of those lists which examine a few of the major non-traditional fields for those with a law degree.

The list on the next several pages is a compilation of more than 400 law-related employment opportunities across all employment sectors. This list is from the publication *JD Preferred 400+ Things You Can Do With a Law Degree (Other Than Practice Law)*, Federal Reports, Inc., 1994.

#### **Alternative Dispute Resolution**

Alternative Dispute Resolution Specialist  
Arbitration Administrator  
Arbitrator  
Dispute Resolution Professional  
Domestic Resolution Specialist  
Fair Housing Specialist  
Family Support Magistrate  
Hearing Officer  
Mediation Coordinator  
Mediator  
Ombudsperson

#### **Civil Rights**

Advocacy Coordinator  
Affirmative Action Officer  
ADA Coordinator

ADA Compliance Manager  
Children's Advocate  
Civil Rights Analyst  
Civil Rights Coordinator  
Civil Rights Investigator  
Conciliation Specialist  
Assistant Dean of Human Relations  
Assistant Dean of Cultural Diversity  
Equal Opportunity Compliance Specialist  
Human Rights Administrator

**Contracts, Procurement, Grants**

Competition Advocate  
Contract Negotiator  
Contract Specialist  
Contract Staff Analyst  
Contract Termination Specialist  
Industrial Property Manager  
Procurement Officer  
Purchasing Officer  
Self-Determination Specialist  
Small Business Advocate  
Technology Licensing Manager

**Court Administration**

Assistant District Executive for Legal Affairs  
Bankruptcy Administrator  
Bankruptcy Appeals Clerk  
Bankruptcy Case Administration Manager  
Bankruptcy Examiner  
Bankruptcy Group Manager  
Circuit Court Executive  
Clerk of Court  
Court Administrator  
Court Analyst  
Court Operations Specialist  
Deputy Clerk  
Disciplinary Administrator  
Estate Administrator  
Guardianship Clerk  
Jury Commissioner  
Land Commissioner  
Legal Documents Officer  
Legal Research Assistant Dean  
Parole Officer  
Pretrial Services Officer  
Probation Assistant Dean  
Registrar  
Reporter of Decisions

Settlement Assistant Dean  
Supervisor of Public Trust Accounts  
Support Payments Officer  
Training Professional  
Violations Bureau Manager

**Criminal Justice, Investigation, Law  
Enforcement**

Alcohol, Tobacco and Firearms Inspector  
Asset Search Investigator  
Bank Fraud Investigator  
Border Patrol Agent  
Child Abuse Investigator  
Child Support Enforcement Case Analyst  
Civil Penalties Officer  
Civilian Complaint Review Board Officer  
Compliance Support Inspector  
Computer Fraud Investigator  
Consumer Safety Inspector  
Crime Analyst  
Crime Prevention Coordinator  
Criminal Investigator  
Criminal Justice Administrator  
Customs Inspector  
DEA Special Agent  
Domestic Investigator  
Drug Investigator  
Economic Crimes Investigator  
Employment Investigator  
Enforcement Professional  
FBI Special Agent  
Financial Enforcement Specialist  
Fines and Forfeiture Specialist  
Foreign Service Narcotics Control Officer  
Forensic Investigator  
Fraud/White Collar Crime Investigator  
Game Law Enforcement Officer  
General Investigator  
Hidden Assets Investigator  
Immigration Inspector  
Inspector General  
Intellectual Property Loss Investigator  
Internal Affairs Assistant Dean  
Deputy Inspector General  
Investigations Review Specialist  
Law Enforcement Specialist  
Legal Investigator  
Missing Persons Investigator  
Municipal Code Enforcement Officer



Postal Inspector  
Revenue Officer  
Securities Fraud Examiner  
Seized Property Specialist  
Software Piracy Investigator  
Special Agent (Wildlife)  
Treasury Enforcement Agent  
Victims Compensation Officer

**Education Administration**

Advocacy Programs Assistant Dean  
Assistant to the President/Chancellor  
Contract Staff Analyst  
Assistant Dean of Federal/State Relations  
Assistant Dean of Legislative Affairs  
Grants and Contracts Manager  
Judicial Affairs Officer  
Laboratory Business Manager  
Law School Career Development Officer  
Law School Clinical Program Supervisor  
Law School Development/Fundraising Officer  
Law School Assistant Dean of Admissions  
Law School Assistant Dean of Alumni Affairs  
Law School Assistant Dean of Placement  
Law School Assistant Dean of Student Affairs  
Paralegal Program Administrator  
Planned Giving Assistant Dean  
Sponsored Research Assistant Dean  
Technology Licensing Associate

**Education - Faculty**

Law School Clinical Program Instructor  
Law School Professor  
Legal Research & Writing Program Instructor  
Paralegal Program Instructor  
Undergraduate Business Ethics Teacher  
Undergraduate Business Law Professor  
Undergraduate Criminal Justice Instructor  
Undergraduate Environmental Policy Teacher  
Undergraduate Anthropology Professor  
Undergraduate Law and Economics Professor  
Undergraduate Law and History Professor  
Undergraduate Law and Psychology Professor  
Undergraduate Law and Society Professor  
Undergraduate Legal Studies Coordinator  
Undergraduate Legal Studies Teacher  
Undergraduate/Graduate Labor Instructor  
Undergraduate/Graduate Tax Instructor

### **Energy and Natural Resources**

Energy Advocate  
Energy Conservation Program Specialist  
Energy Efficiency Officer  
Gas Regulatory Affairs Professional  
Mineral Appeals Analyst  
Natural Resources Specialist  
Public Utilities Specialist  
Title Investigator

### **Environmental Careers**

Coastal Zone Resources Manager  
Conservation Field Representative  
Assistant Dean of Environmental Affairs  
Assistant Dean of Legislative Analysis  
Environmental Advocate  
Environmental Compliance Manager  
Environmental Consultant  
Environmental Policy Analyst  
Environmental Protection Specialist  
Hazardous Waste Management Consultant  
Remediation Specialist  
Resource Policy Analyst  
Safety and Occupational Health Specialist  
Technological Program Hazards Specialist  
Trade Association Environmental Staffer

### **Financial Services**

Bank Investment Compliance Officer  
Bank Probate Administrator  
Bankruptcy Analyst  
Benefits Professional  
Claims Specialist  
Commercial Lending Manager  
Compliance Officer  
Consumer Affairs Examiner  
Corporate Finance Executive  
Credit Examiner  
Financial Enforcement Specialist  
Financial Institution Examiner  
Financial Services Sales Agent  
Futures Trading Investigator  
Investment Banking Officer  
Legal Fee Auditor  
Loan Administrator  
Loan Workout Officer  
Pension Benefits Examiner  
Pension Law Specialist  
Probate Accountant

Public Finance Consultant  
Securities Compliance Examiner  
Securities Firm Executive  
Securities Transactions Analyst  
Trust Business Development Professional  
Trust Employee Benefits Administrator  
Trust Examiner  
Trust Officer  
Trust Property Manager  
Trust Risk Analyst  
U.S. Trustee

### **Human Resources and Employment**

Employee Benefit Plan Specialist  
Employee Disability Programs Manager  
Employee Relations Manager  
Ethics Officer  
Ethics Program Specialist  
Government Benefits Assistant Dean  
Health Plan Member Services Coordinator  
Lawyer Temporary Agency Manager  
Legal Career Consultant  
Legal Search Consultant  
Manpower Development Specialist  
Personnel Management Specialist  
Professional Standards Administrator  
Public Guardian  
Reemployment Rights Compliance Specialist  
Retirement Systems Administrator  
Salary Administration Specialist  
State Long-Term Care Ombudsperson  
Veterans Program Specialist  
Veterans Reemployment Rights Specialist

### **Insurance and Risk Management**

Bankruptcy Claims Examiner  
Civil Service Retirement Claims Examiner  
Claims Representative  
Dependent and Estates Claims Examiner  
Document Compliance Specialist  
Environmental Claim Specialist  
Errors and Omissions Claims Manager  
General Claims Examiner  
Health Benefits Program Analyst  
Health Care Policy Analyst  
Health Plan Member Services Coordinator  
Insurance Agent  
Insurance Claims Representative  
Insurance Fraud Investigator

Issuing Specialist  
Litigation Examiner  
Loss and Damage Claims Examiner  
Pension Investigator  
Personal Trust Product Manager  
Risk Manager  
Social Insurance Administrator  
Social Insurance Claims Examiner  
Transportation Claims Examiner  
Unemployment Insurance Administrator  
Veterans Claims Examiner  
Workers' Compensation Claims Examiner

**International Affairs/Trade/Investment**

Commercial Loan Specialist  
Customs Entry and Liquidation Specialist  
Economic Development Project Officer  
Export Administrator  
Export Control Specialist  
Foreign Affairs Specialist  
Foreign Service Officer  
Foreign Trade Zone Manager  
Immigration Coordinator  
Import Compliance Specialist  
International Affairs Specialist  
International Agency Liaison Officer  
International Relations Officer  
International Trade Specialist  
International Trade and Investment Consultant  
Library Foreign Law Specialist  
Manager of Export/Import Compliance  
Manager of Global Trading Documentation  
Munitions Export Control Specialist  
Passport and Visa Examiner  
Political Risk Insurance Officer  
U.S. and Foreign Commercial Service Officer

**Intellectual Property**

Applications Examiner  
Conveyance Examiner  
Copyright Examiner  
Intellectual Resources Assistant Dean  
Patent Administrator  
Patent Examiner  
Patentability Review Examiner  
Technology Licensing Officer  
Technology Transfer Assistant Dean  
Trademark Examiner  
University Corporate Liaison Officer

**Intelligence/National Security**

Aviation Security Specialist  
Foreign Assets Control Intelligence Analyst  
Foreign Service Diplomatic Security Officer  
Industrial Security Specialist  
Information Security Consultant  
Intelligence Officer  
Intelligence Research Specialist  
Internal Security Specialist  
Munitions Export Control Specialist  
Personnel Security Specialist  
Physical Security Specialist  
Security Administration Specialist  
Security Classification Specialist  
Security Inspector

**Labor Relations**

Industrial Relations Specialist  
Labor Investigator  
Labor Management Relations Examiner  
Labor Negotiator  
Labor Relations Manager  
Wage and Hour Law Administrator  
Wage and Hour Law Compliance Specialist

**Legal Administration**

Bar Association Professional  
CLE Training Manager  
Litigation Management Professional  
Law Firm Administrator  
Law Firm Management Consultant  
Law Firm Recruiter  
Legal Services Program Executive Assistant  
Pro Bono Coordinator  
Professional Relations Coordinator  
Professional Development Manager

**Legal Document/Information/Research**

Analyst in Social Legislation  
Archivist  
Economic Research Analyst  
Freedom of Information Act Officer  
Law Librarian  
Law Library Computer Network Manager  
Legal Database Manager  
Legal Instrument Examiner  
Legal Researcher  
Legal Writer

Litigation Support Specialist  
Public Disclosure Officer  
Senior Paralegal  
Social Science Research Analyst  
Technical Legal Information Specialist

**Legislative and Regulatory Affairs**

Congressional Affairs Specialist  
Congressional Inquiries Program Manager  
Congressional Liaison Specialist  
Food Program Specialist  
Governmental Affairs Specialist  
Legislative Affairs Specialist  
Legislative Assistant  
Legislative Correspondent  
Legislative Program Manager  
Legislative Representative  
Legislative Staff Assistant Dean  
License Examining Specialist  
Lobbyist  
Manager of Regulatory Affairs  
Policy Advocate  
Policy Analyst  
Professional Licensing Compliance Officer  
Regulations Specialist  
Regulatory Analyst  
Regulatory Compliance Assistant Dean  
Regulatory Impact Analyst

**Management and Administration**

Acquisitions/Divestiture Professional  
City/County Clerk/Administrator  
Elections Administration Officer  
Emergency Management Specialist  
Foundation Executive  
Grants Management Specialist  
Management Analyst  
Nonprofit Advocacy Organization Manager  
Program Analyst  
Trade/Professional Association Executive  
Unclaimed Property Administrator

**Marketing**

Bar Review Regional Assistant Dean  
Assistant Dean of Gift and Estate Planning  
Economic Development Position  
Franchise Development Manager  
Law Firm Assistant Dean of Client Relations  
Law Firm Business Development Editor

Legal Cost Management Sales Consultant  
Public Affairs Specialist

**Media and Entertainment**

Acquisitions Editor  
Law Correspondent  
Law Firm Business Development Editor  
Legal Editor  
Legal Newspaper Publisher  
Legal Publisher Account Representative  
Literary Agent  
Sports Agent  
Technical Publications Writer/Editor

**Real Estate/housing**

Development Specialist  
Assistant Dean of Real Estate  
Housing Advocate  
Housing Authority Assistant Dean  
Housing Services Planner  
Land Agent  
Land Law Examiner  
Land Manager  
Land Preservation Assistant Dean  
Land Protection Assistant Dean  
Lease Negotiator  
Real Estate Auction Project Manager  
Realty Specialist  
Register of Deeds  
Tenant's Broker  
Title Examiner  
Zoning Administrator

**Taxation**

Estate Tax Examiner  
International Tax Analyst  
Property & Transaction Tax Manager  
Tax Law Specialist  
Tax Manager/Tax Planning Manager  
Tax Research Manager  
Trust Tax Manager

**Transportation**

Boating Law Administrator  
Highway Safety Specialist  
Transportation Policy Analyst  
Traffic Management Specialist  
Vessel Traffic Specialist

## **IV. TOUGH INTERVIEW QUESTIONS FOR THOSE WHO CHOOSE TO PURSUE AN ALTERNATIVE CAREER**

Deciding that an alternative legal career path is for you is only the first step. Eventually, through your research, you will uncover a world of opportunities available to you and will begin the challenging process of interviewing for an alternative legal position. Why challenging? Read on to learn about some of the most common barriers you may face during these interviews and how you can tackle them head on!

### **1. You can't afford to take this position.**

There is a common misperception in our society that lawyers make or have the potential to make huge sums of money over the course of their careers. When you apply for an alternative position, employers may believe that you want a higher salary than the particular industry can bear. They may also be worried that you may be able to work at their salary for only a relatively short period of time before feeling the financial pinch. Both of these concerns are legitimate. To start, you must honestly assess your financial situation and thoroughly research the industry's salaries before you step into the interview. Once you are confident that money will not be an obstacle, it is up to you to convey that fact to the employer. Mention that you conducted thorough research into salaries prior to embarking on the alternative career search. Let them know that, in preparation for this career change, you have worked hard to pay down on your expenses and credit card bills. Assure them that you are financially prepared to start at a level that is commensurate with your direct and transferable experience and do not necessarily expect to make the same amount of money you did as a lawyer. Remember to negotiate for non-monetary perks such as 401(K) matching, flextime, additional training, etc. Often, these perks will help to compensate for a lower salary and, in the long run, provide you with the flexibility and security you require.

### **2. You're nice and all, but you have no experience in our industry.**

It may very well be the case that your resume, on first glance, does not resemble the typical resume that lands on this employer's desk. You have spent years building a resume to impress legal employers and only belatedly realized that you want to take a different path. Don't despair. You probably possess more experience than you think. Here's where you need to be a detective of sorts. Sure the job title is claims adjuster but what does that really mean? What are the daily tasks? Distill the job down to the basic skills required and you might learn that your legal experience has provided you with tremendous transferable skills. You likely have developed strong research, writing, analytical, and problem-solving skills. Your legal work may also overlap with your current industry of interest. In addition, think about your community, volunteer, committee or fund-raising activities. All of these experiences create a background useful to alternative legal employers.

### **3. What's this?? You are on your third career! How can you be certain this job is right for you?**

The Big C: Commitment. It is what every employer wants. Multiple degrees or multiple job changes may cause some employers to believe that you have not sufficiently narrowed down your interests and career choices. Or alternatively, your multiple career changes and degrees may indicate rash decision-making. Neither scenario is particularly flattering to you. Whether or not



the employer's assessment is correct is not the main issue. Rather, in the interview, your job is to counteract the effects of this negative assessment. Here, the key is to be proactive. Don't wait for employers to come up with their own reasons for the changes. Create a story that will make sense to an employer as an explanation. Perhaps several interim career moves or degrees were necessary to put in you a position to be viable candidate in your current industry of choice. In that case, your decisions will appear purposeful and thoughtful. Or, if there is no logical connection between your previously obtained degrees and jobs and your current path, fess up. However, you should then immediately stress what steps you have taken to make sure you are better informed about this new field and better prepared to make a lasting commitment to it. Lastly, if your previous career/degree changes were necessary because you were in a certain phase in your life, say so. For example, perhaps you had a child or you needed to nurse a sick relative back to health or the bottom fell out in your previous organization. Life circumstances such as these may have led you to make career choices you ordinarily would not have made. Once you admit this to the employer, immediately stress that you are now in a different stage and are excited and confident about your new career path.

#### **4. If you didn't have what it takes to make it as a lawyer, why should we hire you?**

OUCH! This employer concern is arguably the most personal and perhaps the hardest to answer. You may be struggling with residual baggage from your life as a lawyer. It is not uncommon to experience pangs of inadequacy, frustration, and/or regret when leaving the practice of law. In the alternative, you may very well have been a huge success as a lawyer and now are seeking to go down a different path or undertake a new challenge. In any case, make sure that you take the time before embarking on a new career to carefully consider where you've been and where you are going. If there are negative feelings stemming from your past career choices, try to resolve them prior to the interview by focusing on all the high points: the excellent training you were provided, the contacts you've made, the opportunities to help you've had and even the terrible working conditions you survived! If you are deciding to embark upon a new challenge, then show your enthusiasm and be clear in your mind how your experience as a lawyer compliments your new career path. You will exude a positive outlook and this will go a long way in answering the skeptical employer.

## **V. CONDUCTING AN ALTERNATIVE CAREER JOB SEARCH-THE NITTY-GRITTY**

Because formal structure is lacking for the alternative job market, activities such as networking become very important for gaining employment.

### Networking

Networking is making professional contacts. Networking events include conferences, seminars, cocktail parties, and almost any other place where you can find people active in the field you aspire to enter. Treat networking events as you would any other professional occasion:

- Dress appropriately.
- Be informed about issues important to the group you will be talking with.
- Come across as a fellow professional in your speech and actions.

You will get the most out of these events if you are assertive and initiate conversation with many potential contacts. Do not spend all of your time talking with one or two people; it may make them uncomfortable, and you will be missing out on other potentially valuable contacts.

As you build your network, remember to stay in touch with those you meet and periodically ask them to keep you in mind for any job opportunities for which they feel you would be qualified. Initial contacts will provide you with further contacts, and your personal network will naturally grow from there.

### Informational Interviewing

Informational interviews are used to gain knowledge about a specific career or geographic area, not to solicit a job. A person who grants you an informational interview also turns into a valuable contact. Send them a copy of your resume along with a letter detailing how you came to find them (preferably you briefly met them or were referred) and why you wish to speak with them.

Before meeting with a new contact, make sure that you are knowledgeable about the field and will be able to ask and answer informed questions. You should ask questions about the challenges and benefits of the career, what skills are required for the job, and if they have any advice about getting into the industry. Make sure not to take up too much of the person's time and, at the end of the interview, ask whether they would be willing to speak with you again or if they could possibly refer you to any further contacts. After the interview, write a brief thank-you note and add the interviewer's contact information to your networking file for future reference.

### Marketing Your JD to a Non-Legal Employer

The challenge lies in educating hiring authorities in other professions that the law degree should be seen as an added bonus. Your ability to assess risk, for example, is unique and always in demand in business settings.

If you are pursuing a truly alternative position, you will have to sell the employer on why they should hire an attorney rather than someone specifically-trained for the field. In contrast to positions where JDs are expected or even encouraged, truly alternative companies may look upon the JD with misunderstanding, or feel that you are over-qualified. You must show how your legal training and personal attributes fit the job for which you have applied. Emphasize your most important skills by presenting results; businesses are result-driven, and you will be speaking their language.

Alternative employers do not know what benefits a law school education will bring to them. They have not been to law school and have not hired lawyers. You need to show non-legal employers why your training and skills will benefit them. Law school has given you, among other things:

- Enhanced communication abilities
- Analytical skills
- Highly-developed research and writing skills
- The ability to assess risk
- Efficient organization and work habits
- The ability to work under pressure in an organized manner

The challenge for the applicant is to translate legal skills into the skills desired by the industry. If you worked in a public defender's office for two years, but now want to get into a career in entertainment, you need to focus the employer's attention on transferable skills like your motivation, your ability to interact well with clients, your familiarity with contracts, and your talent for working under pressure, instead of the fact that you are good at writing criminal motions.

### Salary Negotiations

Many JDs are shocked that employers generally do not place a monetary premium on the law degree. If the law degree is not requested, the company is not likely to treat it as a salary-enhancing qualification. However, just as you have to market yourself to get the job, you also must market your degree in salary negotiations. If they offer increased salaries to holders of other advanced degrees (e.g., MBA, PhD), show how your education and skills are transferable and equivalent.

## **VI. HYBRID-FUNCTIONAL RESUMES, NON-TRADITIONAL COVER LETTERS, AND INTERVIEWING**

Alternative career resumes and cover letters differ in a number of ways. The alternative resume is generally functional in design, focusing less on education than experience. The cover letter sells you to the employer - just make sure that you are selling what the employer wants to buy. Instead of selling your legal experience, showcase your pertinent skills and prove impressive accomplishments to which the employer can relate. Do not focus on achievements that cannot be translated into the non-legal field. Tailor it to the industry, connecting the dots for the employer.

### The Hybrid-Functional Resume

Resumes are generally either chronological or functional. The legal resume is chronological, but many businesses may prefer a hybrid-functional format. Functional resumes organize experience into "skills clusters" that illuminate specific accomplishments rather than showing what you did in each position. However, since most employers do not like "pure" functional resumes, use a hybrid-functional style. Structure your resume in a skills format, followed by a chronological "bare-bones" work history. The work history section should include job title, location, years and name of employer. The description of each job is not listed because that information should already be in your "skills" or "experience" section. By including a work history section you will give the reader a frame of reference to measure the number of years and level of experience. Appendix B contains an example of a hybrid-functional resume and cover letter.

### The Non-Legal Interview

You must convince an interviewer that you are interested in their company versus practicing law. Prepare by following these steps:

- Become fully informed about the industry and company. Research websites, newspaper articles, and annual reports to ensure that you have a good knowledge base

for your interview. Law school graduates are sometimes scrutinized more than other candidates on their motives for applying, so you must be fully informed. Every industry has its “buzz words”.

- During the interview, you will be asked why you are not following a legal track for your career. One of the main concerns of non-legal employers is that a JD will only use the job as a time-killer until they find something better. The best way to deal with questions about your motive is to address them directly (e.g., “I am not interested in practicing law as a career; however, the ... aspect of your company is highly intriguing to me and fits my background perfectly. For example I ...”).
- Why should an employer hire you rather than someone specifically-trained in the field? If you have training or experience in the field, you can spin your law degree as amplifying the related skills that you already possess. If you are not trained in the field, it is absolutely necessary to showcase your skills and experience in a manner that addresses what the employer wants and needs.
- “Lawyers are problem-makers rather than problem-solvers.” Explain how your legal training is an extra bonus that you have been trained to assess risk, and avoidance of risk is what business is all about. Then give a direct example of how you helped an employer avoid a problem, litigation, etc. Refer to your JD as your graduate degree, unless JDs are preferred for the position. Place more emphasis on your personality and skill set.

#### Alumni: Making the Switch After a Legal Career

Many career counselors agree that the best time to get into an alternative career is after a few years in the legal marketplace. One of the primary benefits of practicing law before beginning an alternative career is gaining a deeper insight into your own skill set, and a more enlightened understanding of your likes and dislikes. The fact that you actually practiced law and you no longer wish to do so increases your credibility. And for JD Preferred positions, legal experience can only strengthen your qualifications.

If you plan on making the move to a career that is connected with your legal practice area, it is likely that you already have contacts within the industry. Just as outside legal counsel will often make the move to in-house counsel for a company they represent, many attorneys involved in a field will be considered for business positions, such as vice president for banking operations or director of employment. By being active both inside and outside the legal community you will have established inroads into the industry and contacts with people who can help your job search.

## APPENDIX A: ALTERNATIVE CAREER RESOURCES

### Books

#### *Books Specific to Lawyers:*

21<sup>st</sup> Century Legal Career Series, & JD Preferred Series by Richard L Hermann (2017)  
10 volumes on alternative careers for lawyers, each focusing on a specific practice area.  
You can find paperbacks and Kindle edition books on Amazon.

24 Hours with 24 Lawyers: Profiles of Traditional and Non-Traditional Careers, by Jasper Kim (2011)

Life After Law: Finding Work You Love With The J.D. You Have, by Liz Brown (2013)

Non-Legal Careers for Lawyers, by Gary Munneke & William Henslee (2006)

The Creative Lawyer: A Practical Guide to Authentic Satisfaction by Michael Melcher (2012)

The Lawyer's Career Change Handbook: More than 300 Things You Can Do with a Law Degree, Hindi Greenberg (1998)

The (Un)happy Lawyer: A Roadmap to Finding Meaningful Work Outside of the Law, by Monica Parker (2008)

Turning Points: New Paths & Second Careers for Lawyers, George H. Cain (2009)

What Can You do With A Law Degree? by Larry Richard (2012)

What Can You Do With A Law Degree?: A Lawyers Guide to Career Alternatives Inside, Outside, & Around the Law, by Deborah Arron (2003)

#### *General Career Books:*

Career Match: Connecting Who You Are With What You'll Love to Do, by Shoya Zichy & Ann Bidou (2007)

Do What You Are: Discover the Perfect Career for You Through the Secrets of Personality Type, by Paul Tieger (2007)

How to Find the Work You Love, by Laurence G. Boldt, (2004)

Never Eat Alone: And Other Secrets to Success, One Relationship at a Time, by Keith Ferrazzi and Tahl Raz (2014)

The Art of Work: A Proven Path to Discovering What You Were Meant To Do, by Jeff

Goins (2015)

The 10 Laws of Career Reinvention: Essential Survival Skills for Any Economy, by Pamela Mitchell (2011)

What Color Is Your Parachute? by Richard N. Bolles (Revised annually)

### Articles

*Alternative Careers for JDs*, Werner, Lance M., 83-MAR Michigan Bar Journal 50 (2004)

*Alternative Careers: Ten Ways to Make a Good Living with a Law Degree that You Might Not Have Thought About*, Meyerowitz, Steven A., 27-FEB Pennsylvania Lawyer 14 (2005)

*Exporting Democracy: Alternative Law Careers*, Cannady, Teresa L., 68 Alabama Lawyer 206 (2007)

### Online Articles and Podcasts

<http://www.lawcrossing.com/article/900042904/60-Nontraditional-Jobs-You-Can-Do-with-a-Law-Degree-and-Should-Strongly-Consider-Doing/>  
60 Non-traditional JD job suggestions

[www.lawpracticetoday.org/article/alternative-careers-lawyers/](http://www.lawpracticetoday.org/article/alternative-careers-lawyers/)  
Transcript of a panel discussion on alternative legal careers

[www.legalnomads.com/alternative-careers-for-lawyers/](http://www.legalnomads.com/alternative-careers-for-lawyers/)  
The Thrillable Hours interview series, featuring lawyers in a variety of non-traditional careers.

### Website Resources

<http://www.nalp.org/handoutsoncareerissues>  
Handouts on alternative careers on the NALP website.

[www.bls.gov](http://www.bls.gov)  
The Bureau of Labor Statistics website has good data about employment rates, employment levels, and compensation for assorted industries.

[www.lexisnexis.com/employment/career/legal.shtml](http://www.lexisnexis.com/employment/career/legal.shtml)  
JD Preferred jobs with Lexis Nexis.

<http://careers.thomsonreuters.com>  
JD Preferred jobs with Thomson Reuters.

[www.rcjobs.com](http://www.rcjobs.com)  
Political jobs in Washington D.C.

[www.vault.com](http://www.vault.com)

Good source for law and alternative legal careers.

[www.emplawyernet.com](http://www.emplawyernet.com)

Job postings with a student monthly charge of \$7.95.

[www.careerchangeability.com](http://www.careerchangeability.com)

This site is not free, but is focused specifically on lawyers wishing to move away from the traditional practice. Includes articles and job listings.

[www.careerjournal.com](http://www.careerjournal.com)

This site is free to subscribers of The Wall Street Journal or [www.wsj.com](http://www.wsj.com) (can also be accessed for a small fee by non-subscribers). It focuses on executive-level jobs.

<http://careers.findlaw.com>

It focuses on all law careers, but includes listings for jobs in non-traditional areas such as ADR and court administration.

<http://www.nalp.org/page.cfm?pageID=2>

Job notices for legal career services, recruitment, professional development, and related positions.

<http://chronicle.com/section/Jobs/61/>

The Chronicle of Higher Education has higher education job postings, including law related positions.

# APPENDIX B: COVER LETTER AND RESUME TIPS FOR ALTERNATIVE CAREERS

**Bloomberg Law**<sup>®</sup>

April 10, 2013

## Law School

### Cover Letters and Resumes: Critical Tools for Alternative Career Searches



By Susan Gainen

Moving from traditional practice to an alternative career is a complicated process that requires research, networking, and accepting that not everyone is a fan of lawyers. Cover letters and resumes that tell your story are critical tools that can help or hurt your search.

#### Best Resumes

Resumes are retrospective. They tell your employment history and success when they are crafted with language that makes you accessible to a prospective employer. When poorly drafted and larded with irrelevant information, they can spell doom. Some guidelines:

- Keep jargon to a minimum. Spell out acronyms. Anything that distracts a reader from understanding what you did ("What the heck is 'ACRUM'?") can mark the end of your candidacy.
- Employ meaningful specifics (how many people did you supervise? How much money did you save or earn? What unique problem-solving processes did you develop and implement?)
- Give enough detail to spark interest. Do not cover page after page with dense text.
- Use the correct format for the industry to which you are applying. (Education first or last? Chronological or reverse chronological?) Check with a career services professional or a professional organization's website.

- Use one font (with bold and italic), and leave some white space. Long paragraphs of gray text are off-putting.

#### Best Cover Letters

The best cover letters are door openers. If they show that you understand the job for which you are applying, know some of the problems in the business and industry (two different things), and have recommendations for solutions, employers will want to talk to you.

##### – A letter that worked

When I applied to be a career services director after 10 years of sales, a year of law practice, and six years as a headhunter for lawyers, the essence of my cover letter, mass-mailed to 120 deans was:

Dear Dean [name spelled correctly]:

In case it is not clear why a lawyer, car sales person, and headhunter for lawyers ought to be your Director of Placement (as it was called then), here are the four constituencies of the office, some of their problems, and some of my recommendations.

The letter had two sentences about me and almost two pages about law schools and law school culture. Because law schools have the same constituencies, and to a greater or lesser degree, the same problems, I did not have to show that I knew what each dean had for breakfast.

##### – Another letter that worked

After a frustrating year-long attempt to switch from Big Case Litigator to director of non-profit development, the candidate dropped her singularly ineffective "pick me, I'm a lawyer" letter, and substituted:

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Dear Non-profit President:

I have served on several boards, worked on finance committees, and chaired two capital campaigns. I have always been deeply committed to [your stuff], demonstrated by my membership in [significant organizations]. I would like to be considered as a candidate for your open Director of Development position.

[Her second and third paragraphs contained a succinct description of the differences between the roles of staff and that of board members in fundraising, and the challenges of managing on-going fund-raising and capital campaigns in a stressed economy.]

[Last paragraph] In addition to my board service, I am a practicing attorney who has demonstrated commitment to public service by (short list of pro bono projects). I hope to be able to harness my knowledge of board service, my commitment to [your stuff] and the technical skills that I bring as a lawyer in service of [name of organization].

Leading with "Pick me, I'm a lawyer" distracted employers from her relevant experience, commitment to their work, and her transferrable skills. Three weeks after her re-write, she had job offers.

#### – First things first

Before firing up a word processor to create cover letters and resumes for an alternative career search, law students and grads must:

- **Decide to conduct an alternative career search.** Unless you like to write resumes for sport or someone has called you out of the blue to apply for a particular job, making a firm decision to change jobs will ignite your search. If you are waffling, your search may never get off the ground, and its lack of motion and action will haunt you.
- **Understand why you want to pursue an alternative path.** It will be the first question that everyone asks, so you will need a compelling and coherent narrative as an elevator speech.
- **Understand why you want to make a change.** Carving out a new career path is neither for the faint of heart nor for those who are unwilling or unable to focus. Students without traditional law experience with which to compare, must explain why, after law school, an alternate path makes sense. Experienced attorneys must answer whether they are running toward something or running away? If you hate your colleagues, changing employers and doing the same job will do the trick. If your primary life problem is in your personal relationships, a new job may exacerbate the problem or serve as an excuse to avoid it.

- **Decide what jobs or industries interest you.** This requires research. "Wishin' and hopin' and thinkin' and prayin'" was on the juke box in my junior high, it is not a strategy for sparking inspiration. Begin to do substantive internet and face-to-face research so that you know what specific jobs require.

Don't forget to ask about:

- **Credentials and training.** Does this new job require more training or can you get by with serious self-study, apprenticeships, or volunteer internships?
- **Compensation ranges and systems.** What are the salary ranges? How are people paid (salary, commission, draw-against-commission)? Can you realistically expect to be paid more because you have a JD and, perhaps, some legal experience?
- **Warts-and-all reality check about what living in the job really means.** If you are leaving law practice because you found that big case litigation felt like writing the 100-year term paper in a room all by yourself, applying for a research or policy position in which you must spend weeks at a time in a remote library may bring you to the third level of hell. There is no point in applying for a fantasy job. When reality crashes all around you, you will deeply regret doing half-hearted research.
- **How work gets done.** Collaboration? Isolation? Command-and-control? Close supervision? Fierce independence? Don't forget to ask.
- **Characteristics of people who succeed.** Don't be bamboozled by glittering generalities like "entrepreneurial spirit." Ask for meaningful specific information that will demonstrate images of success in this industry and at this employer.
- **What failure looks like.** You know by now that every job isn't right for every person. Typical interview questions will not extract information about failures and outliers. Ask for clear descriptions of what failure looks like.<sup>2</sup>

Consider requirements against your experience

- What skills do you have that are transferrable to this new work?<sup>2</sup> How can you explain them to a prospective employer? Chief among lawyers' attraction is a set of communication and analytical skills that begin to be honed during first year with IRAC. Law-trained people can take a metaphorical bushel basket of facts, create a coherent narrative, and spot critical issues. Learn to explain that skill in ways that will show its value to prospective employers.
- What training do you need? How willing are you to get it on your own dime and on your own time?

Explore professional development paths and protocols.

- Many successful career changers have found their footing after attending conferences. They watched professionals in action, listened to programs that addressed hot topics, and felt welcomed (or not) by strangers who might later become colleagues.
- If public and private law practice hierarchy is driving you toward an alternative path, make no moves without a clear understanding of the layers of authority and the levers of power in a new industry.

– Along the way

- Tell everyone you know that you are looking for a job. The more specific that you can be about the details (industry, title, etc.), the easier it will be for people to help you. Asking for “a job, any job,” makes it hard for your personal and professional contacts to help you.
- Follow the news. You can create job leads by contacting people and organizations in the news. Don’t be the last to know when your dream job is legislated out of existence.
- Remember that lawyers are not every employer’s universal favorite hire. Sometimes it is because they lack understanding of lawyers’ roles. One of my friends worked for a financial institution’s CEO who asked “Why must we have “A-level compliance? Isn’t C-level compliance good enough?” Sometimes it is because they have worked with arrogant and obstinate lawyers who talked down to everyone and failed to explain anything. Part of every alternative career job search requires assuring prospective employers that you are not a jerk.

*Susan Gainen is a multiple entrepreneur. She is a blogger and national lecturer on career strategies (Pass the Baton llc), a watercolorist in four genres (nanoscapes & other visions llc and small friends), and proud proprietor of a modest cooking school (susan-cooks!). She will present “Alternative Careers for Counselors without Secret Job Drawers” at the NALP (National Association for Legal Career Professionals) 2013 Annual Education Conference in Tampa.*

<sup>1</sup> <http://www.passthebaton.biz/2012/10/one-consideration-before-beginning-job.html>

<sup>2</sup> <http://www.passthebaton.biz/2012/10/one-consideration-before-beginning-job.html>; <http://www.passthebaton.biz/2010/07/what-does-it-take-to-fail-going-to-work.html>

<sup>3</sup> <http://tessaarmstrong.blogspot.com/2011/06/how-transferrable-skills-help-lawyers.html>

## **APPENDIX C: SAMPLE HYBRID-FUNCTIONAL RESUME AND COVER LETTER**

**Susan B. Lawyer**

622 Career Path Way Cuyahoga Falls, OH 44222 330-987-6543 sblawyer@gmail.com

May 23, 2017

William L. Johnson, Director  
Akron Center for Urban Sprawl  
897 W. Market Street  
Akron, OH 44328

Dear Mr. Johnson:

Please accept the enclosed resume as my application for the Policy Analyst position recently advertised by your office. I received my joint JD/MPA degree at the University of Akron and I am confident that my combined training in the fields of law and political science make me an ideal candidate for this position.

My advanced training in two relevant disciplines gives me an ability to look at policy issues from all sides. The MPA curriculum taught me government organization, policy and budget analysis, and serious project involvement developing recreational areas for the City of Columbus. My rigorous legal training has honed my analytical skills by forcing me to quickly analyze cases and statutes and appreciate their relevance. Additionally, classes such as Public Lands and Mining and Water Law have given me the ability to examine policy goals within the framework of statutory regulations.

I have shown my analytical abilities under many circumstances. While working as a law clerk for the civil division of the Akron City Law Department, I regularly researched proposals and drafted memos about wide-ranging topics such as commercial zoning, sub-surface water rights, and effluent emissions. My ability to quickly analyze problems and find the best possible solution was critical to the performance of my daily duties. The trust placed in me by my supervisors at the City of Akron to reach the correct decision with my recommendations is indicative of the faith you could expect to place in my research and analysis.

My diverse training, coupled with my work experience assessing policy implications, would allow me to be immediately effective as a Policy Analyst. I am available at your convenience for an interview, and hope to meet with you soon.

Sincerely,

Susan B. Lawyer

Susan B. Lawyer  
622 Career Path Way  
Cuyahoga Falls, OH 44222  
330-987-6543  
[sblawyer@gmail.com](mailto:sblawyer@gmail.com)

## **EXPERIENCE**

**City Planning:** As a City Planner for the City of Columbus, the fourteenth largest city in the United States, developed open space and recreation initiatives for a 13 square mile area encompassing 650,000 people. Managed yearly budget of \$500,000 for public awareness campaign. Handled development plans of 29 construction companies and reviewed filings to determine accordance with municipal regulations. Created population growth scenarios used by the City of Columbus in formulating the 2010-2015 Master Plan.

**Financial:** Responsible for 54 personal investment accounts of \$255,000, as an Assistant Financial Consultant. Performed quarterly performance reviews on all assigned accounts and, if necessary, made suggestions to clients for changes. Audited accounts to ensure compliance with state and federal tax regulations on a biennial basis.

**Legal Analysis:** As a Law Clerk in the civil division of a metropolitan county, researched statutory law to determine viability of proposed 237-unit development. Reviewed in excess of 50 zoning, natural resource, and pollution plans by the City of Akron to assess their legality. Wrote over fifty criminal motions in two summers of work. Researched the U.S. Supreme Court decision in U.S. v. Blakely and drafted 12-page memorandum distributed to over 30 attorneys.

## **EMPLOYMENT**

**City of Akron Law Department**, Akron, OH

*Law Clerk* (Civil Division, Summer 2008; Criminal Division, Summer 2009)

**City of Columbus**, Columbus, OH

*City Planner I* (August 2009 – July 2011)

**First Merit**, Akron, OH

*Assistant Financial Consultant* (July 2005 – August 2006)

## **EDUCATION**

**The University of Akron School of Law**, Akron, OH

Juris Doctor, May 2016

**The University of Akron**, Akron, OH

Master of Public Administration, May 2016

**John Carroll University**, Cleveland, OH

Bachelor of Arts, *cum laude*, Economics, Minor in History; May 2013

# APPENDIX D: SAMPLE COMPLIANCE RESUMES

## SAMPLE ALUMNI COMPLIANCE RESUME

Address | Phone Number | Email Address

### SUMMARY OF QUALIFICATIONS

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Attorney transitioning into AML Compliance and interested in utilizing legal background to assist banks in regulating fraud. Knowledge of the laws applicable to money laundering, including the USA PATRIOT Act and the Bank Secrecy Act. Self-motivated team player with the ability to work independently. Proficient in Microsoft Office – Outlook, Word, Excel, and PowerPoint. Strong writing, analytical, and communication skills. Ability to multi-task and complete projects on time. Results oriented with strong organizational skills.

### EXPERIENCE

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**JOHN SMITH, ESQ.**, New York, New York

*Per Diem Attorney* February 2013 – Present

Represent clients in removal proceedings at preliminary hearings in immigration court. Review files to ensure accuracy of allegations and charges. Attend asylum interviews in front of USCIS. Interview clients, determine legal needs, and explain court proceedings.

**YOUNG & ASSOCIATES, LLC**, New York, New York

*Associate* November 2011 – October 2012

Managed large caseload of clients seeking relief from removal and adjustment of status under the U.S. Immigration and Nationality Act. Analyzed applicable U.S. and foreign statutes and regulations relating to aliens seeking asylum in the United States. Performed research on country conditions via LexisNexis, Google, and other relevant search platforms. Investigated such issues as whether actions by a potential asylum applicant constituted material support to a terrorist organization.

**MARCCUS PARTNERS**, Paris, France

*Intern for Mergers & Acquisitions Practice Group* September 2011 – October 2011

Collaborated with team of attorneys and interns to develop *Report on the Takeover Bids Directive*, an external study prepared for the European Commission. Analyzed and compared European Union financial regulations governing both domestic and cross-border transactions in connection with acquisitions, divestitures and mergers against those of non-member countries, including the United States. Drafted sections of the report concerning takeover defenses in both EU member states and non-member countries, including sections on Board of Director neutrality, pre- and post-bid takeover defenses in the United States, and the enhanced standard of review used in the United States when evaluating Board of Director actions during hostile takeovers. Collected data from EU member states and non-member countries and synthesized results into final report.

**HONORABLE RICHARD LEE PRICE**, Bronx, New York

*Judicial Extern in Criminal Court* January 2010 – April 2010

Performed legal research on evidence suppression issues. Drafted opinions in response to post-sentence pro se motions in criminal cases concerning resentencing under New York's Drug Law Reform Act and whether a defendant was entitled to concurrent rather than consecutive sentences. Observed trials in criminal court.

### EDUCATION

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**NEW YORK LAW SCHOOL**, New York, New York

Juris Doctor, May 2011

GPA: 3.32 (Top 29%)

*Honors*: Dean's List: Fall 2009, Spring 2010; Fall 2010 (High Honors)

*Courses*: Corporations  Securities Regulation  Criminal Law  Federal Income Taxation

**MICHIGAN STATE UNIVERSITY**, East Lansing, Michigan

Bachelor of Arts, Sociology, August 2004

### ADDITIONAL AML COMPLIANCE TRAINING

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*AML – Compliance: Suspicious Activity Surveillance*; FINRA E-Learning Courses (Part I & Part II)

*AML – Customer Identifying Procedures*; FINRA E-Learning Courses (Institutional/Operations/Retail)

*AML – Recognizing Red Flags*; FINRA E-Learning Courses (Institutional/Operations/Retail)

*AML – Understanding Compliance Obligations*; FINRA E-Learning Courses (Institutional/Operations/Retail)

# SAMPLE ALUMNI COMPLIANCE RESUME

Address ♦ Phone Number ♦ Email Address

## LEGAL EXPERIENCE

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### **Associate, Cohen & Zucker, LLP**

New York, NY (December 2011 – Present)

- Interpret financial and consumer laws and regulations.
- Draft legal and business documents for class action plaintiffs.
- Negotiate procedural issues, including calendaring, discovery production and confidentiality agreements.
- Explain legal issues and lawsuit strategy to clients and other class members.
- Collaborate often with co-counsel and industry experts.
- Analyze corporate transactions and documents such as compliance manuals, financial statements, proxy statements, merger agreements and bylaws.
- Generate new business and meet with current and prospective clients.

### **Associate, The Law Firm of Joshua Brown**

New York, NY (September 2010 – November 2011)

- Drafted research memoranda, motions, mediation statements and appeals for various New York State commercial litigation, personal injury and employment discrimination matters.

## FINANCIAL AND REGULATORY EXPERIENCE

---

### **Intern, Moore & Gold LLP, Litigation and Financial Services Groups**

New York, NY (March 2010 – May 2010)

- Drafted memoranda and sections of an appellate brief focusing on federal securities litigation issues.
- Authored client awareness articles relating to federal and state securities issues.

### **Student Advocate, Securities Arbitration Clinic, New York Law School**

New York, NY (September 2009 – May 2010)

- Assessed inquiries from prospective clients concerning the viability of their broker misconduct claims.
- Drafted Statements of Claim for submission to the Financial Industry Regulatory Authority (FINRA).

### **Law Clerk, Office of Commissioner Robert McDowell, Federal Communications Commission**

Washington, DC (May – August 2009)

- Drafted memoranda regarding broadband metrics, public safety and the National Broadband Plan.

### **Intern, Public Safety and Homeland Security Bureau, Federal Communications Commission**

Washington, DC (May – August 2008)

- Drafted orders, letters and memoranda in connection with 800 MHz frequency band reconfiguration.
- Worked with a multi-disciplinary team including senior-level managers, attorneys and engineers.

## EDUCATION

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**New York Law School**, New York, NY, J.D., June 2010

- *New York Law School Law Review*, Senior Editor
- Media/Telecommunications Law Fellow (2008, 2009)
- John Marshall Harlan Scholar, Center on Business Law & Policy affiliate

**Brooklyn College**, Brooklyn, NY, B.A., Piano Performance, May 2005

## BAR ADMISSION

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New York and New Jersey

# SAMPLE RECENT GRAD COMPLIANCE RESUME

Address • Phone Number • Email Address

## **BAR ADMISSION**

---

Passed July 2014 New York State Bar Exam, Awaiting Admission

## **EDUCATION**

---

**New York Law School**, New York, NY

Juris Doctor, *cum laude*, May 2014

GPA: 3.55

Honors: Dean's List (5/6 semesters)

Courses: Compliance within Financial Services Companies | Securities Regulation | Sales & Negotiable Instruments  
Financial Law and Regulatory Policy | Secured Transactions | Drafting Corporate Documents

**Franklin & Marshall College**, Lancaster, PA

Bachelor of Arts, Psychology, High Honors, May 2011

GPA: 3.73

Honors: Dean's List (6/8 semesters) | National Collegiate Honor Society | Psi Chi National Honor Society

Activities: Gamma Phi Beta Sorority, *Scholarship Chairwoman* □ Semester Study Abroad, Temple University  
Rome

## **EXPERIENCE**

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**Center for Business & Financial Law, New York Law School**, New York, NY

*Independent Study with Prof. Houman B. Shadab* August 2013 – December 2013

Drafted independent study paper analyzing the role of corporate counsel in creating and maintaining efficient and effective internal compliance programs and audits. Conducted extensive legal research regarding the effect of the Dodd-Frank Whistleblower Program on attorney-client privilege in the corporate environment and the duty to report as it applies to in-house counsel.

**Law Office of Jill C. Baker, Esq.**, Garden City, NY

*Legal Intern* August 2013 – December 2013

Conducted legal research involving matrimonial and tax issues with a focus on spousal support, child custody and “best interest of the child” standard. Attended intake interviews involving child clients and divorcing parties, and assessed their maintenance and custody arrangements. Recorded detailed notes on courtroom proceedings and summarized key points for attorneys during settlement conferences.

**Hon. David Kaplan, Housing Court Judge, Civil Court of the City of New York**, New York, NY

*Judicial Intern* June 2012 – August 2012

Drafted trial decision on a traverse hearing. Worked in Resolution Part to evaluate orders to show cause. Reviewed, edited and discussed stipulations with *pro se* tenants. Corresponded directly with the Marshal's office to stop evictions. Observed trial parts and side bar settlements between attorneys.

## **ADDITIONAL FINANCIAL LAW TRAINING**

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Research Papers: “*Dodd-Frank's New Whistleblower Provisions*” (Financial Law & Regulatory Policy, Spring 2013)

“*The Role of In-House & Corporate Counsel*” (Independent Study, Fall 2013)

CLE Courses: *Employment Transitions in the Financial Services Industry: Practical & Legal Issues*

New York City Bar Association, Fall 2014

*Current Issues Facing Private Equity & Hedge Fund Managers in Today's Changing Landscape*

New York City Bar Association, Fall 2014

## **PROFESSIONAL ASSOCIATIONS & COMMUNITY LEADERSHIP**

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**New York County Lawyers' Assn**, Securities & Exchange Committee | **New York City Bar Association**

**Lupus Foundation of America**, Young Leadership Board | **Young Jewish Professional Association**

# SAMPLE RECENT GRAD COMPLIANCE RESUME

Address • Phone Number • Email Address

## BAR ADMISSION

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NEW YORK, passed July 2014 bar examination, awaiting admission

## EDUCATION

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**NEW YORK LAW SCHOOL**, New York, NY

J.D., *cum laude*, June 2014

GPA: 3.64     Honors: Dean's List-High Honors (3 Semesters) | Dean's List (2 Semesters)

Coursework: Corporate Finance | Private Capital Markets | Securities Regulation  
Mutual Fund Regulation | Hedge Fund Regulation | Derivatives Market Regulation  
Mergers and Acquisitions | Secured Transactions | Drafting Contracts

**UNIVERSITY OF OKLAHOMA**, Norman, OK

M.B.A., Business Administration, May 2010 | GPA: 3.73

**OKLAHOMA STATE UNIVERSITY**, Stillwater, OK

B.B.A., Business Management and Computer Information Systems, May 2008

## EXPERIENCE

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**KERBURN ROSE**, New York, NY

*Investment Banking Analyst*

September 2014 – Present

- Prepare detailed financial models complete with income statement, cash flow statement, balance sheet, working capital, depreciation and debt schedules.
- Value companies using multiples, comparable company analyses and discounted cash flow analyses.
- Build mini and full-scale merger (M&A) and leveraged buyout (LBO) models.

**U.S. SECURITIES AND EXCHANGE COMMISSION**, New York, NY

*Legal Intern - Division of Enforcement, Asset Management Unit*

January 2014 – April 2014

- Assisted staff attorney with investigation of investment adviser's potential misstatements to investors, compliance failures, and other violations of the federal securities laws.
- Reviewed email and other documents to gather evidence of such violations.
- Prepared testimony outline and exhibits and identified potential additional witnesses.
- Performed legal research on disgorgement calculations, investment adviser bars, sanctions against auditors, and analyzed comparable cases for administrative remedy determination.
- Drafted speech for Chief of the Asset Management Unit on hedge fund enforcement priorities and industry trends.

**BANK OF AMERICA**, New York, NY

*Fixed Income Legal Intern*

May 2013 – August 2013

- Compared commercial paper dealer agreement and offering memorandum to company standard forms, drafted bond option amendment and termination agreements, and determined sufficiency of trade authorization agreements.
- Examined offshore fund solicitation requirements and created chart of approved/prohibited jurisdictions.
- Performed legal research on the JOBS Act and FINRA's front running rule.

**NAPOLI BERN RIPKA SHKOLNIK LLP**, New York, NY

*Securities Arbitration and Litigation Law Clerk*

August 2012 – November 2012

- Evaluated discovery production and issued insufficiency notice.
- Performed legal research on clawbacks in Ponzi schemes and tolling the statute of limitations.



# SAMPLE HEALTH CARE COMPLIANCE RESUME

Address • Phone Number • Email Address

## EDUCATION

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**Loyola University of Chicago School of Law**, Chicago, IL

LL.M. in Health Law, May 2014

**Courses:** Healthcare Compliance | Healthcare Risk Management | Healthcare Payment & Policy  
Physician Regulation and Practice Management | Life Science, Research & FDA Regulation  
Healthcare Data Security & Privacy | Healthcare Business & Finance

**New York Law School**, New York, NY

Juris Doctor, June 2013

**Papers:** *Childhood Obesity: Epidemic Requiring Regulatory Intervention*, Damashek-Pegalis  
Writing Contest (2011)

**University of Washington**, Seattle, WA

Bachelor of General Studies, Pre-law Concentration, June 2009

## LEGAL EXPERIENCE

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**Aaronson Rappaport Feinstein & Deutsch, LLP**, New York, NY

*Legal Intern*

September 2012 to December 2013

Conducted legal research pertaining to defense of medical and legal malpractice claims. Performed verdict valuation analysis. Drafted motions and status memorandum to insurance carriers. Arranged medical experts for record reviews. Observed court appearances and trial proceedings.

**The Honorable Joan Lewis, New York County Supreme Court**, New York, NY

*Judicial Intern*

May 2012 to August 2012

Conducted legal research. Prepared draft opinions to motions pertaining to medical, dental, and podiatric malpractice and Article 78 proceedings. Assisted court attorneys with preliminary, compliance, and pre-trial conferences. Observed motion and trial practices.

**Unemployment Action Center**, New York, NY

*Client Advocate/10 Summer Intern*

February 2011 to May 2013

Conducted client interviews, performed legal research, prepared clients for and represented clients at hearings. Provided mentorship for new advocates and assisted with development of case theories. Edited training manual.

## HEALTH CARE COMPLIANCE CERTIFICATIONS

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**Certified in Healthcare Compliance**, Compliance Certification Board, May 2014

**Certified in Healthcare Research Compliance**, Compliance Certification Board, May 2014

**Certified in Healthcare Privacy Compliance**, Compliance Certification Board, June 2014

## PROFESSIONAL AFFILIATIONS

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New York City Bar Association, *Medical Malpractice Committee*

New York County Lawyers' Association, *Health Law Section*

New York State Bar Association, *Health Law Section*

American Health Lawyers Association

# SAMPLE STUDENT HEALTH CARE COMPLIANCE RESUME

Address • Phone Number • Email Address

## EDUCATION

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**New York Law School**, New York, NY

*Juris Doctor*, expected May 2015

Honors: Public Interest Fellow (Summer 2013) | C. Bainbridge Smith Scholarship Recipient

Activities: South Asian Law Students Association, *President* | Student Ambassador & Campus Advocate  
Global Human Rights Bulletin, *Middle East Regional Editor*

**Stony Brook University**, Stony Brook, NY

*Master of Arts*, Public Policy, May 2012

*Bachelor of Arts*, Political Science, May 2011

Honors: Dean's List (4 semesters)

Activities: Campaign Intern, *Public Advocate Mark Green* | Diversity Intern, *Office of Student Affairs*

## HEALTH LAW EXPERIENCE

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**North Shore-LIJ CareConnect Insurance Company**, Roslyn, NY

*Compliance Intern*

July 2014 - August 2014

Conducted legal research and drafted memoranda on regulatory and HIPPA compliance. Researched compliance issues for participation in the New York Health Insurance Exchange. Assisted conducting compliance meetings with employees. Served as liaison between in-house and outside counsel.

**North Shore Long Island Jewish Health System**, Great Neck, NY

*Legal Intern*

May 2014 - August 2014

Drafted legal documents including position statements filed with the NYSDHR, executive summaries and corporate policies. Reviewed, researched and edited contracts including partnership agreements, business contracts and privacy agreements. Researched and created memoranda and presentations on managed care and labor and employment issues. Represented Health System at hearings before the Environmental Control Board. Assisted in corporate meetings and labor negotiations. Served as liaison between health system employees and general counsel.

**Weill Cornell Medical College**, New York, NY

*Legal Intern*

June 2013 - August 2013

Drafted stipulations for orders of dismissal, responses to interrogatories and discovery demands. Reviewed and edited contracts, including IVF consent forms, preceptorship contracts and employment contracts. Observed courtroom proceedings. Conducted legal research and drafted memoranda of law relating to employment and labor law. Conducted policy research for higher education institutions and hospitals.

## ADDITIONAL EXPERIENCE

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**New York Academy of Medicine, Center for Epidemiological Sciences**, New York, NY

*Field Researcher & Intern*

June 2011 – August 2011

Directed team of interns while working independently to obtain health data from residents of Harlem. Identified key populations resistant to flu vaccinations, and organized data into comprehensive reports.

**New York Public Interest Research Group, Higher Education Reform**, Stony Brook, NY

*Project Leader & Intern*

February 2011 - June 2011

Lobbied government officials to raise awareness regarding education, environmental protection, homelessness, & consumer protection. Counseled community members on the process of filing a complaint in small claims court.

# SAMPLE PRIVACY RESUME

Address • Phone Number • Email Address

## EDUCATION

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**New York Law School**, New York, NY

*Juris Doctor*, June 2014

Honors: *New York Law School Law Review*

Activities: Media Entertainment Fashion Law Association, Vice President  
Institute for Information Law and Policy, Associate

Courses: Cybercrime/Cyberterrorism | Internet Law | Advertising Law | Videogame Law  
International IP | Entertainment Law | Fashion Law | Publishing Law  
Copyright | Taxation of Intangibles | Business and Tax Planning for Closed Enterprises

**University of Florida**, Gainesville, FL

*Bachelor of Arts*, Economics/Philosophy, May 2011

Thesis: Constructing a Predictive Demand Model for Mass-Produced Media

## CERTIFICATIONS

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**International Association of Privacy Professionals**

CIPP/US (Certified Information Privacy Professional in US Law)

Candidate for CIPM (Certified Information Privacy Manager)

## EXPERIENCE

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**Media Coalition/SNR Denton**, New York, NY

*Coalition Law Clerk*

Aug. 2013 – Jan. 2014

Drafted memoranda on First Amendment and privacy issues. Drafted entire amicus brief for a US Supreme Court case regarding surveillance. Wrote 50-state survey of materials found “harmful to minors.” Compiled report on development of § 2257 pornography record-keeping requirements.

**Law Office of Alan Johnson**, Brooklyn, NY

*Legal Intern, Music Law*

Aug. 2012 – July 2013

Researched and drafted memoranda on international copyright and termination rights. Prepared outlines for presentations at entertainment law panels. Prepared registrations for US copyrights and international trademarks. Met with clients to discuss selected legal issues.

**Elca Solutions**, Gainesville, FL

*Web Solutions Proposal Writer*

Apr. 2010 – Dec. 2010

Drafted software solution proposals for database-driven websites and researched best practices for website design. Reviewed RFPs and online project proposals. Coordinated specs with clients.

## PAPERS AND PUBLICATIONS

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- *EA v. Textron*: The New Battlefield of Implied Endorsements, Case Comment
- 3 New Ways Google Glass Invades Your Privacy, POLICYMIC
- FISA Supreme Court Decision Makes a Mockery of Civil Liberties, POLICYMIC
- Proposed Cybercrime Reforms in Response to Martyr, ALL YOUR LAW ARE BELONG TO US
- Drones in NYC: Fourth Amendment Incentives for Ethically Automating Law Enforcement
- Privacy Issues in the Telemetric Collection of Videogame Player Psychology

## APPENDIX E: COMPLIANCE RESOURCES

### Financial Compliance Resources

**ACAMS – the Association of Financial Crime Professionals Worldwide** ([www.acams.org](http://www.acams.org)) - ACAMS is the largest international membership organization dedicated to enhancing the knowledge, skills and expertise of AML/CTF and financial crime detection and prevention professionals. The organization provides a Certified Anti-Money Laundering Specialist (CAMS) Certification and advanced AML certification.

**AML Source** ([www.amlsource.com](http://www.amlsource.com)) - A Career Hub for Anti-Money Laundering & Financial Crime Professionals.

**Compliance Crossing** ([www.compliancecrossing.com](http://www.compliancecrossing.com)) - This job posting site contains both legal and non-legal compliance jobs.

**Compliance Insights** ([www.compliance-insights.com](http://www.compliance-insights.com)) – This website provides information, insights and direction on issues of financial industry compliance. You can access the job board, event listing and resource guide without membership.

**Compliance Blogs** – Davis Polk’s Corporate Governance Blog <http://www.davispolk.com/briefing/corporategovernance/> & Sullivan & Cromwell’s Financial Services Resource Center <http://www.sullcrom.com/Financial-Institutions-Practices?view=Resources>

**Compliance Search Group** (<http://compliancejobs.com>) – Job board by recruiting group that specializes in locating talent for the world’s top tier financial services providers. Compliance Search executes nationwide and global Executive Retained Searches.

**Compliance Week** ([www.complianceweek.com](http://www.complianceweek.com)) – This site is an information service on corporate governance, risk and compliance that features weekly electronic newsletters, a monthly print magazine, proprietary databases, industry-leading events, and a variety of interactive features and forums.

**Corporate Compliance** ([www.corporatecompliance.org](http://www.corporatecompliance.org)) – This site is for the Society of Corporate Compliance and Ethics (SCCE), a 501(c)6 member-based association for regulatory compliance professionals.

**eFinancial Careers** (<http://www.efinancialcareers.com/jobs-ComplianceLegal.s005>) – This job posting site contains both legal and non-legal compliance jobs.

**Ethics and Compliance Officer Association (ECO)** ([www.theeco.org](http://www.theeco.org)) – This organization’s website contains a substantial job bank for compliance opportunities of all kinds.

### FINRA Compliance Bootcamps

(<http://www.finra.org/Industry/Education/ComplianceBootCamp/>) - FINRA's Compliance Boot Camps, located throughout the country on an on-going basis, provide a broad view of essential compliance concepts. Through a combination of self-study and classroom training, participants gain valuable insights on compliance activities for immediate application to the workplace.

**FINRA Webinars** (<http://www.finra.org/Industry/Education/OnlineLearning/>) - Affordable courses on finance and compliance issues that are backed by FINRA. For \$45, these companies provide access to the whole FINRA catalog for a year. The AML classes are broken down by type of client (retail, institutional, etc.).

**International Association of Risk and Compliance Professionals** ([www.risk-compliance-association.com](http://www.risk-compliance-association.com)) – This organization provides publications and training for those involved in risk management and compliance work. Students can best use this organization to find compliance professionals and employers contained throughout their publications and those who are part of their speakers' bureau.

**National Society of Compliance Professionals** ([www.nscp.org](http://www.nscp.org)) – This organization offers a variety of resources, events and training to its members. The website contains many free resources, and information helpful in locating compliance employers, including a job bank.

**Securities Industry and Financial Markets Association (SIFMA)** ([www.sifma.org](http://www.sifma.org)) – This organization's website is filled with information on compliance issues and also contains a career center with a job-posting board and other resources for obtaining internships and post-graduate opportunities. Past speakers have recommended this organization as a valuable networking resource.

## **Health Care Resources**

**Aegis Compliance & Ethics Center's (monthly) Compliance Round-Up webinar** (<http://aegis-compliance.com/compliance-roundup-webinars>) Co-hosted by presenter Ryan Meade. The site has 93 episodes available for free online. It's a free monthly webinar on compliance and regulatory updates.

**American College of Healthcare Executives** ([www.ache.org](http://www.ache.org)) – The ACHE website has a Career Services tab with a job bank and a list of healthcare career-related resources. Also from the ACHE, check out [www.healthmanagementcareers.com](http://www.healthmanagementcareers.com).

**American College of Legal Medicine** ([www.aclm.org](http://www.aclm.org)) - Through its medical legal resources, the ACLM educates and assists health care and legal professionals, advances the administration of justice, influences health policy, improves health care, promotes research and scholarship, and facilitates peer group interaction. In addition, the American College of Legal Medicine represents the specialty of legal medicine in the American Medical Association's Specialty and Service Society. The ACLM website contains useful information on relevant conferences and health-law publications.

**American Health Lawyers Association** ([www.healthlawyers.org](http://www.healthlawyers.org)) – This site contains information about relevant news and publications, listserves, related resources, and a national job bank for careers in health law ([www.healthlawyers.org/jobbank](http://www.healthlawyers.org/jobbank)).

**Department of Health & Human Services, Office of General Counsel** ([www.hhs.gov/ogc](http://www.hhs.gov/ogc)) & Student Programs ([www.hhs.gov/careers/student/index.html](http://www.hhs.gov/careers/student/index.html)); The Office of the Inspector General ("OIG") is the enforcement arm of HHS and largest IG office in the government

(<http://oig.hhs.gov/>). The Office of Civil Rights ("OCR"), which is another division under HHS and is responsible for enforcing HIPAA/HITECH Act.

**Food & Drug Law Institute** ([www.fdpi.org](http://www.fdpi.org)) – A non-profit organization dedicated to improving the understanding of laws, regulations, and policies affecting health care technologies, food and cosmetics.

### **Guide to Careers In Health Law**

(<http://www.law.harvard.edu/current/careers/opia/toolkit/guides/documents/2012healthlaw26oct2012%5D.pdf>) – Harvard Law School’s guide to careers in health law (which includes many sub-categories). The Guide contains information for existing fellowships, as well as links to health organizations.

**Healthcare Association of New York State** ([www.hanys.org](http://www.hanys.org)) – This organization’s mission is to advance the health of individuals and communities by providing leadership, representation, and service to health care providers and systems across the entire continuum of care. The website contains a list of most, if not all, medical facilities in New York.

**Healthcare Compliance Association (HCCA)** ([www.hcca-info.org](http://www.hcca-info.org)) - The Health Care Compliance Association is a member-based, non-profit, organization for compliance professionals in the healthcare field. The site lists events, products, and resources that offer education for those who are looking to be certified in healthcare compliance, or for those just looking to keep their compliance department up-to-date with the latest news. HCCA has over 10,000 members and is the leading health care association for compliance professionals. It has an excellent job board.

**Healthcare Financial Management Association** ([www.hfma.org](http://www.hfma.org)) – The HFMA website offers a job bank, list of executive search firms, and resume-referral services.

**Health Careers** ([www.healthcareers.com/mgma](http://www.healthcareers.com/mgma)) – This site is the job bank from the Medical Group Management Association.

**International Association of Privacy Professionals** (<https://privacyassociation.org/>) offers a CIPP (Certified Information Privacy Professional) certification, often obtained by health care compliance professionals and sought out by employers. The CIPP exam covers more than HIPAA/HITECH and takes into consideration all areas of privacy.

### **“I’m Interested in Health Care Law – Now where can I find a job?”**

(<http://www.nysba.org/Content/NavigationMenu51/Articles/BardHealthJWin09.pdf>) – This article published in the NYSBA Health Law Journal includes information on how to find a job in health law, fellowship opportunities, and specific insight into health care jobs in non-profits, academia, government agencies, and as in-house counsel.

**Society of Corporate Compliance & Ethics (SCCE)** (<http://www.corporatecompliance.org/>) – SCCE has about 5000 members and covers compliance professionals from all industries and has a significant international aspect.

## **Privacy Resources**

**International Association of Privacy Professionals (IAPP)** (<http://privacyassociation.org>) – This organization is a global membership organization consisting of privacy and information security professionals. The IAPP has more than 14,000 members in 83 countries. In addition to hosting annual events and publishing privacy and data protection e-newsletters, the IAPP sponsors the Certified Information Privacy Professional (CIPP) certification.

**Practicing Law Institute (PLI)** ([www.pli.edu](http://www.pli.edu)) - This non-profit continuing legal education (CLE) organization offers numerous courses on privacy and data security, including an annual institute on the topic that is offered both live and over webcast. This program focuses on current critical issues of information privacy, cybersecurity and data protection faced by all companies.