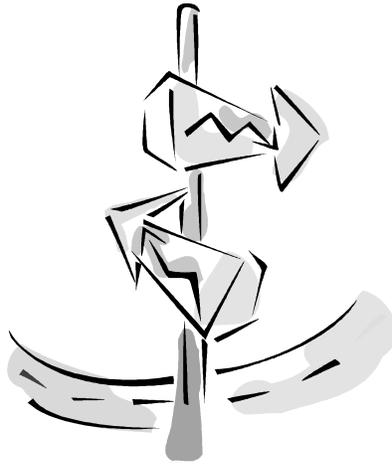


ALTERNATIVE CAREERS HANDBOOK

2011 – 2012



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INTRODUCTION

An alternative career can be the correct choice for many law students and 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. There is hope for alternative career seekers after all....

John Cleese
Colonel Sanders
Howard Cosell
John Grisham
Julio Iglesias
David E. Kelley
Tony La Russa
Geraldo Rivera
Portia de Rossi

Actor
KFC Founder
Sports Writer/Commentator
Author
Singer
Screenwriter and Producer
Baseball Player and Manager
Reporter and Talk Show Host
Actor

Mary Birmingham
Assistant Dean
Career & Professional Development

Paula Nailon
Assistant Dean
Professional Development

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I. WHY GO ALTERNATIVE?

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 practice of law within law firms, government agencies, public interest organizations, and judiciary. Alternative careers are jobs that do not require a law degree or bar license, but use skills learned in law school that are directly transferable to other businesses:

- Analytical skills
- Advocacy
- Communication
- Research and writing
- Ability to break down a problem into its component parts
- Risk assessment
- Work ethic

Alternative Careers Strongly Preferring a JD

A law degree is highly beneficial in a number of fields closely 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, contract negotiation and dispute resolution/mediation may not require a JD, but the skills developed from law studies are highly beneficial.

Alternative Careers Where a JD Provides Added Value

A law degree can provide an extra advantage in fields which require statutory or regulatory analysis, contract administration, policy development, or negotiation. 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 be well served by their legal training.

II. WHAT TYPES OF JOBS ARE AVAILABLE?

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

The list below examines a few of the major non-traditional fields for those with a law degree.

Alternative Dispute Resolution

- ADR Specialist
- Arbitration Administration
- Arbitrator
- Domestic Relations Specialist
- Mediator
- Mediation Coordinator

Business and Financial Services

- Bankruptcy Analyst
- Director of Regulatory Affairs
- Entrepreneur
- Financial Crimes Analyst
- Foreclosure Administrator
- Import/Export Compliance
- Investment Banker
- Licensing
- Loan Officer
- Probate Administrator
- Property Manager
- Public Finance Consultant
- Purchasing
- SEC Compliance Officer
- Title Search Agent
- Trust Officer
- Trust Risk Analyst

Contracts

- Contract Administration/Analyst
- Contract Negotiator
- Purchasing Officer

Court Administration

- Bankruptcy Administrator
- Calendaring Clerk
- Court Administrator
- Jury Commissioner
- Legal Affairs Director
- Pretrial Services Officer
- Sanctions Coordinator
- Settlement Director
- Trust Account Supervisor
- Victim Services Coordinator

Criminal Justice & Law Enforcement

- ATF/DEA/FBI Agent
- Code Enforcement Officer
- Crime Analyst
- Immigrant Rights
- Inmate Services
- Inspector General
- Internal Affairs Officer
- Investigations Review Specialist
- Securities Fraud Investigator
- Seized Property Administrator
- Victim Compensation Officer

Education

- Grant Administrator
- Law Librarian
- Law Professor
- Legal Research & Writing Instructor
- School District Administration
- Undergraduate Professor (e.g., Law & Economics, Jurisprudence, Judicial Process)
- University Administration (e.g., Program Director for alumni relations, development, career services, financial services, admissions, student services, community services, etc.)

Environmental Policy

- Compliance Officer
- Consultant/Policy Analyst
- Director of Environmental Affairs
- EPA Official
- OSHA Specialist
- Regulatory Affairs Officer
- Resources Manager

Human Resources

- ADA Officer
- Affirmative Action Officer
- Benefits Coordinator
- Civil Rights Analyst
- EEO Investigator
- Ethics Officer
- Internal Affairs Ombudsman
- Legal Career Counselor
- Legal Recruiter
- Professional Standards Administration
- Salary Administrator

Insurance/Risk Management

- Claims Examiner
- Insurance Issuing Officer
- Litigation Examiner
- Policy Analyst
- Risk Manager
- Worker's Comp. Specialist

Intellectual Property

- Copyright Examiner
- Corporate Liaison Officer
- IP Director
- IP Licensing Officer
- Patent Administrator
- Patent Examiner
- Trademark Administrator

International (Federal)

- Asylum Officer
- CIA Analyst
- CIA Legal Compliance Officer
- Customs Officer
- Diplomat/Diplomatic Staffer
- Export/Import Compliance Officer
- Industrial Security Specialist
- Passport/Visa Issuance Officer
- Security Classification Administrator
- Trade Zone Manager

International (Private)

- Aid Development Officer (e.g., Save the Children)
- Business Development Agent
- Commodity Distribution Officer
- Governmental Liaison
- Grant & Donation Manager
- Land Titling & Registration Agent
- Legal/Judicial System Developer (U.N. and Sovereign States)
- Program/Sector Chief (see e.g., UNICEF, Project Hope)
- Risk Assessment Analyst (Business and Program Feasibility)

Labor Relations

- Industrial Relations Specialist
- Contract Administrator
- Labor Negotiator
- Management Consultant/Negotiator
- Union Consultant/Negotiator

Legal Administration

- State Bar Administrator
- CLE Specialist
- Law Firm Administration
- Legal Services Program Director
- Jury Selection Expert

Legal Info & Research

- Archivist
- FOIA/Privacy Act Officer
- Law Librarian (School or Private Firm)
- Legal Researcher (Legal Publications & Law Firm Research Services)
- Policy Research Analyst

Legislative Affairs, Policy and Politics

- Campaign Manager
- Chief of Staff
- Congressional Affairs Specialist
- Congressional Liaison
- Director of Legislative Affairs
- Lobbyist
- Political Strategist
- Registrar of Voters
- Regulatory Analyst
- Subcommittee Staffer (e.g., assigned to the Senate Sub-Committee on Foreign Affairs)
- Policy Researcher for “Think Tanks”

Media & Entertainment

- Copyright Researcher
- Legal Clearance Officer
- Legal Editor
- Legal Reporter
- Sports/Literary/Talent Agent

Real Estate

- Director of Development
- Director of Real Estate
- FHA Advocate
- Land Use Planner
- Leasing Agent/Negotiator
- Title Examiner
- Zoning Coordinator

Taxation

- Accountant
- Estate Planner
- Officer of State Dept. of Taxation
- Trust Administrator

III. DO I NEED A DUAL DEGREE?

The Basics of Dual Degree Admission for 1Ls

A JD, when obtained with an MBA or MPA, will open many business or policy-related doors. A cost and time-efficient way to acquire this training is by obtaining a dual degree while you are in law school. You can usually enter into a dual-degree program at your university before or after enrolling in law school. Although you can complete a dual degree in almost any field, the following are some officially recognized and approved programs at varying universities.

JD/MA in American Indian Studies	JD/MPA
JD/MA in Economics	JD/MA or PhD in Economics
JD/MA in Latin American Studies	JD/PhD in Philosophy
JD/MA in Gender & Women’s Studies	JD/PhD in Psychology
JD/MBA	JD/MMF in Finance
JD/MS in Agricultural & Resource Economics	

If you have an interest in an area, but do not want to pursue a dual degree, there are other options. You may be able to take specialized upper level undergraduate or graduate courses for law credit, as well as tailoring the law school curriculum to fit your career track. For example, if you plan a career in business after graduation, you would be better served by taking the business-based courses.

IV. IS AN ALTERNATIVE CAREER A GOOD FIT FOR YOU?

After finding a job title that interests you, you may want to do a “personal skills inventory” to determine the skill set necessary to succeed in the field. Make a list of your personal attributes, work experiences, and educational achievements that relate to that field, and match up your skills with the skills the industry requires. A good exercise is to read job advertisements in your interest area, then see which qualifications you have or do not have.

Personality and Skills Assessment Tools

Skills assessment and personality tests may help you determine what type of career is best suited to your personal aptitudes and inclinations.

- (1) DISCOVER is a comprehensive career assessment tool that includes three inventories (skills, interests, and values). Check with your career services department for registration information. Once the registration process is complete you have a variety of options from skill and value assessment tests to researching occupations and majors. Available online at <http://www.act.org/discover/individual/index.html>
- (2) The Strong Interest Inventory uses personality traits to determine what type of career will lead to the greatest amount of satisfaction. It matches a person’s career interests to the interest patterns of individuals happily working in their chosen fields. The test takes about 45 minutes to complete. An additional appointment to have your results interpreted by a career counselor is strongly advised. This test is also available online at www.discoveryourpersonality.com.
- (3) The MBTI (Meyer-Briggs) is a more complex personality-typing test that gives test-takers their personality inclinations (e.g. Extrovert/Introvert, Realistic/Imaginative, etc.) that are useful in finding careers which best match personality traits. An online option is www.discoveryourpersonality.com which offers an electronic MBTI for a fee, including a telephonic follow-up explanation of your results.

Salary and Employment Statistics

How many law graduates actually choose to work in an alternative career? For the graduating Class of 2010, NALP reports 20% of the reported jobs did not require “bar passage” (12% JD preferred, 6% other professional, 2% non-professional). The number of JDs working in alternative careers traditionally increases as lawyers move further away from their graduation dates, and it is estimated that at least 25% of all law school graduates are currently working in alternative careers.

Salaries for both legal and alternative careers are widely divergent. A joint JD/MBA may earn more than the average legal salary by working as an investment banker, but for a person pursuing a career as a writer may not see immediate benefits. It is also worth noting that not all legal jobs are high-paying. Prosecutor and public defender salaries generally start between \$50-60,000 (higher or lower depending on location) and public interest jobs may start even lower.

NALP Salary Statistics, Class of 2010

Job Type	Median Salary
<i>All Employed 2010 JD Graduates</i>	
Bar Passage Required	\$ 65,000
JD Preferred	\$52,000
Other Professional	\$60,000
<i>Traditional Legal 2010 JD Graduates</i>	
Government (Law Positions)	\$ 53,000
Law Firm	\$ 105,000
Public Interest (Law Positions)	\$ 43,000

The National Occupational Employment and Wage Estimates can be found at www.bls.gov/oes/current/oes_nat.htm. Although there is not a list for “JD preferred” jobs, there are general salaries available in a variety of fields.

A question often asked is whether the JD applicant can command a higher salary. Generally not at the outset, though it may move a person up the salary and advancement ladder more quickly. The financial worth of a JD may become more apparent as years progress.

Do I have to take the Bar Exam?

Even if your chosen career does not require taking the Bar after graduation, it is still a good idea for two reasons - the information is still fresh, and it provides you with a license that is one more level of achievement. Career plans do change, and having your license prepares you for all potential options.

V. A DIFFERENT TYPE OF JOB SEARCH

Although some non-legal careers are listed online, there are no job fairs, and few OCI’s, directly related to alternative careers. Because formal structure is lacking for the alternative job market, activities such as networking and web searches become very important for gaining summer or permanent employment.

You will have more success finding legal employment during 1L and 2L summers, but that experience is still beneficial. First, a legal summer job provides a safety net just in case you change your mind and want to practice law after all. It is more difficult to find your first legal job if you have no legal experience. Second, you will find it easier to market your JD to a non-legal employer if you have real world knowledge about the legal field. The best of both worlds would be one summer in legal, and one in a non-legal job. An example of a summer internship might be working for a corporation in the Contracts Department. This experience blends both legal and non-legal skills.

NALP: For Class of 2010 graduates, 50.9% were employed in private practice, 28.8% in public service (government, judicial clerk, public interest) and 13.4% in business and industry.

An alternative is to spend both of your summers in the industry of your choice. This approach is particularly helpful for students who have gone straight from their undergraduate degrees to law school, without taking time to work in-between. While this approach will make it much more difficult to obtain your first legal job, it also shows a dedication to that particular industry and employers may be more accepting of your JD.

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 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 he 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 ability to view problems holistically (the discrete issues and the impact on the whole), with solutions to those issues – think IRAC Method!

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 summers, 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 with multiple clients, 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.

Timelines

Most corporations hire on an as-needed basis. Unlike larger law firms that may hire months in advance, corporations generally hire for immediate needs. This results in a timeline for alternative job seekers that is different than the legal search, and may occur months later than a typical legal job search.

For law students seeking summer internships, view the company’s website for postings under their career link on a regular basis. Most will advertise throughout the year. For those that do not advertise summer positions, you can send your cold letters during the Fall semester.

For those graduating, send cold letters to major companies no more than two to three months prior to graduation, and sending to smaller employers should be done even later. This does not mean that you wait until spring semester (or summer for temporary positions) to begin preparing. The following timeline will ensure you are prepared to send your application materials when the time comes.

<i>Sept./Oct.</i>	Research the economy of the geographic areas in which you plan to work, learn about the industry as a whole, and find companies/organizations that interest you.
<i>Nov./Dec.</i>	Ask network connections if they can offer any help with your job search. Read trade magazines and papers to refresh yourself on the “buzz words”. Review actual job advertisements to become familiar with the requirements for these positions.
<i>Winter Break</i>	Draft resume and basic cover letters and finalize company-specific research.
<i>Jan./Feb.</i>	Contact references and obtain letters of recommendation and transcripts if needed. Finalize resume and personalize cover letters.
<i>March</i>	Send application materials, follow up where necessary, and begin interviews.
<i>April/May</i>	Search for recently posted job openings and apply to those of interest.
<i>Ongoing</i>	Personal assessment of career goals and interests

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:

Alternative Careers for Lawyers, Mantis, Hillary, KF5384.M36 1997

Beyond L.A. Law: Breaking the Traditional Lawyer Mold, Smith, Janet, KF297.A2 S65 1998

Breaking Traditions: Work Alternatives for Lawyers, Killoughey, Donna, KF297.B64 1993

Changing Jobs: A Handbook for Lawyers in the New Millennium, McNeil Staudenmaier, Heidi, KF297.C463 1999

Full Disclosure: Do You Really Want to be a Lawyer?, Bell, Susan J., KF300.F85 1992

JD Preferred! Legal Career Alternatives, Hermann, Richard L., KF297.F42 1995

Judgment Reversed: Alternative Careers for Lawyers, Strausser, Jeffrey, KF298.S77 1997

The Lawyer's Career Change Handbook: More than 300 Things You Can Do with a Law Degree, Greenberg, Hindi, KF297.Z9 G74 1998

Non-Legal Careers for Lawyers, Munneke, Gary & Henslee, William, KF 297.M862 2006

Running From the Law: Why Good Lawyers are Getting out of the Legal Profession, Arron, Deborah, L., KF297.A87 1989

Turning Points: New Paths & Second Careers for Lawyers, Cain, George H., KF298.C24 2009

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

What Can You Do with a Law Degree?: A Lawyer's Guide to Career Alternatives Inside, Outside, and Around the Law, Arron, Deborah, L., KF297.A875 1999

General Career Books:

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

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

Do What You Love, the Money Will Follow: Discovering Your Right Livelihood, Sinetar, Marsha (1989)

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

Whistle While You Work: Heeding Your Life's Calling, Leider, Richard & Shapiro, David (2001)

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)

Website Resources

www.bls.gov/oco

This site contains valuable information about potentially burgeoning careers.

<http://www.nalp.org/handoutsoncareerissues>

Handouts on alternative careers on the NALP website.

www.attorneyjobs.com

Contains job listings and information for attorney and law related positions.

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

JD Preferred jobs with Lexis/Nexis.

<http://careers.thomsonreuters.com>

JD Preferred jobs with Thomson Reuters.

www.nontradlegal.com (password protected on the Career website)

Non-traditional jobs across the country, updated every two weeks.

www.rcjobs.com

Political jobs in Washington D.C.

www.vault.com

Good source for law and alternative legal careers.

www.emplanynet.com

Job postings with a student monthly charge.

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

This site is free to subscribers of The Wall Street Journal or 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://www.idealists.org/info/Careers>

Includes information for people interested in transitioning to nonprofit careers. Job listings include law related positions.

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

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

APPENDIX B: SAMPLE FUNCTIONAL RESUME AND COVER LETTER

Thurman O. Merman

43 Magic Walnut Way • Tucson, AZ 85746 • 520-555-5309 • tmerman@law.edu

March 13, 2011

Mr. William L. Johnson, Asst. Director
Arizona Center for Urban Sprawl
656 W. Snowy Horizon Blvd.
Apache Junction, AZ 86556

Dear Mr. Johnson:

I am a joint JD/MPA candidate at the University and will graduate in May 2011. I am interested in the Policy Analyst position recently advertised by your office. I am confident that my combined training in the fields of law and political science make me an attractive 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 Houston. 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 Pima County Attorney's Office, 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 analyze problems quickly and find the best possible solution was critical to the performance of my daily duties. The trust Pima County placed in me 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,

Thurman O. Merman

Thurman O. Merman

43 Magic Walnut Way • Tucson, AZ 85746 • 520-555-5309 • tmerman@law.edu

EXPERIENCE

City Planning: As a City Planner I for the City of Houston, the seventh largest metropolitan area in the U.S., developed open space and recreation initiatives for a 24 square mile area encompassing 950,000 people. Managed yearly budget of 725,000 for public awareness campaign. Handled development plans of 47 construction companies and reviewed filings to determine accordance with municipal regulations. Created population growth scenarios used by the City of Houston in formulating the 2005-2010 Master Plan.

Financial: Responsible for 61 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 442-unit development. Reviewed in excess of 50 zoning, natural resource, and pollution plans by the City of Tucson to assess their legality. Wrote over eighty criminal motions in two summers of work. Researched the U.S. Supreme Court decision in U.S. v. Blakely and drafted 17-page memorandum distributed to over 90 attorneys.

EMPLOYMENT

Pima County Attorney's Office, Tucson, AZ

Law Clerk (Civil Division, Summer 2010; Criminal Division, Summer 2009)

City of Houston, Houston, TX

City Planner I (August 2006 – July 2008)

Wells Fargo, Apache Junction, AZ

Assistant Financial Consultant (July 2005 – August 2006)

EDUCATION

University of Arizona, Rogers College of Law, Tucson, AZ

Juris Doctor Candidate; May 2011

Substantial Paper: "The Tax Consequences of Acquiring Native American Lands"

University of Arizona, Eller School of Management, Tucson, AZ

Master of Public Administration Candidate; May 2011

Master's Thesis: "Water Conservation Through Force: Municipal Water Prices and Their Effect on Low-Flow Appliance Use"

Rice University, Houston, TX

B. A. in Economics, Minor in History; May 2005; *cum laude*

Senior Honors Thesis: "Why it Pays When Communities Carpool: An Economic Analysis of High-Occupant Vehicle Lanes in the Urban Counties of Texas"