Public Interest Careers
## Table of Contents

### Index of Alumni Narratives

### Chapter 1 A Career in Public Interest Law

**A. Public Interest Settings**
- 1. Public Interest Organizations
- 2. Government
- 3. Law Firms

**B. Most Frequently Asked Public Interest Questions**

### Chapter 2 Public Interest Employment Strategies

**A. The Job Search Process**
- 1. Self-Assessment
- 2. Credentials
- 3. Timing
- 4. Résumés and Cover Letters
- 5. Interviews
- 6. Employer Follow Up
- 7. Meeting the Challenges of a Fluctuating Market

**B. Suggested Timetables of Job Search Activities**

### Chapter 3 Yale Support for Public Interest Careers

**A. CDO Public Interest Resources**
- 1. CDO Publications
- 2. Educational and Mentor in Residence Programs
- 3. Public Interest Employer Information
- 4. Student and Alumni Networking
- 5. Online Resources
- 6. Events
- 7. Fellowship Information
- 8. Pro Bono Information
- 9. CDO Library

**B. Other YLS Public Interest Resources**
- 1. Student Public Interest Organizations
- 2. Clinical Programs
- 3. Externships
- 4. Law Journals
- 5. Robert M. Cover Public Interest Retreat
- 6. Arthur Liman Public Interest Center
- 7. Schell Center for International Human Rights
- 8. *Please note: Some sections of this public guide have been removed.

**C. Yale Law School Funding Programs**
- 1. The Job Search
- 2. Summer Funding
- 3. Term Funding
- 4. Postgraduate Fellowships
- 5. Educational Loan Repayment through COAP

*Please note: Some sections of this public guide have been removed due to their proprietary nature.
D. Yale University Funding Programs
   1. Summer Funding
   2. Other Funding

Chapter 4  Personal Perspectives on Public Interest
A. Faculty Advice
B. Alumni Narratives (See page 3 for an index of alumni narratives)
   1. Public Interest Organizations
   2. Government

Appendices
*Please note: Some sections of this public guide have been removed due to their proprietary nature.
Index of Alumni Narratives

Public Interest Organizations

Legal Services

Legal Aid Society, Melissa Ader
Bay Area Legal Services, Kristen Lang
Brooklyn Defender Services’ Family Defense Project, Emma Alpert
The Door’s Legal Services Center, Eve Stotland
Legal Services for Children, Talia Kraemer
New Haven Legal Assistance Association, Amy Eppler-Epstein

Other

All Our Kin, Jessica Sager
American Center for Law and Justice, Walter Weber
ASPCA, Beverly Jones
Center for Equal Opportunity, Roger Clegg
Children’s Law Center, Judith Sandalow
Earthjustice, Jonathan Smith
The Open Philanthropy Project, Lewis Bollard
Urban Justice Center, Ray Brescia

Government

Federal

U.S. Attorney’s Office, SDNY, David Kennedy
U.S. Department of Education, Office for Civil Rights, Sandhya Iyer
U.S. Department of Homeland Security, Office of Policy, Betsy Cooper

*Please note: Some sections of this public guide have been removed.

U.S. Department of State, Office of the Legal Adviser, Terra Gearhart-Serna

State

Solicitor General of Vermont, Bridget Asay
Indiana Department of Revenue, Patrick Price
Maryland Attorney General’s Office, Jack Schwartz
Office of the Attorney General for the District of Columbia, Bennett Rushkoff
Local

New York City Law Department, Legal Counsel Division, Kaitlin Caruso
City of Philadelphia Board of Ethics, Maya Nayak

Miami-Dade County Attorney’s Office, Monica Maldonado
Miami-Dade County Attorney’s Office, Lauren Morse
New York City Law Department, Alan Kleinman
San Francisco City Attorney’s Office, Mollie Lee
CHAPTER 1
A CAREER IN PUBLIC INTEREST LAW

In the second decade of the 21st century, tremendous challenges face the nation and the world. Barriers to health care for the poor and aged, lack of affordable housing, heightened racial tensions, environmental damage, gun violence, attacks on the press, immigration restrictions, economic disparities, workplace improprieties, and other inequities all test the limits of our public institutions and our individual character. In this context, public interest lawyers—indeed, all lawyers—have a unique opportunity to use their legal talent to help address these difficult social issues. Public interest law offers diverse and exciting practices, and public interest lawyers are found in every city in America and in countries across the globe. They work in settings ranging from federal and state governmental agencies to nonprofit organizations, policy centers, law schools, and both large and small firms. The work of public interest lawyers encompasses a broad spectrum of lawyering activities.

All lawyers should perform public service as they practice their profession. Opinions vary as to what constitutes public interest law. For the purposes of this guide, public interest law is defined broadly to include all legal work which serves underrepresented people or causes, or which attempts to affect positively society at large. This includes traditional public interest work, such as legal services for the poor, organizations like the ACLU, and public defenders. Public interest work also encompasses government work and pro bono work at law firms. It includes both domestic and international jobs in a variety of public interest practice fields.

As a Yale Law student, you are in a unique position to explore the richly textured and multidimensional world of public interest law. YLS is a leader in providing grants for summer public interest work and educational loan repayment assistance. This financial support, compounded by the school’s reputation, gives YLS students the freedom to pursue almost any legal career; your greatest challenge is to chart the best possible career path for you. Recognizing that launching a public interest career can seem complex and time-consuming, CDO continues to enhance its services for students pursuing public interest work. This guide is intended for all students: those who know they want to pursue public interest as a career, those for whom public service is one of multiple career options, and those who are attempting to integrate public interest law into their work in the private sector. We hope it will educate, inspire, and support you in your pursuit of public interest goals.

One YLS student reflected on public interest work:

“I think that I’m like most people who just want to see things get better in society . . . Here at Yale, there are countless ways to get involved in public interest law. Whether it’s through a clinic, a student group, a community group, an innovative project, or later in employment, there is a vast array of possibilities.”

“. . . no one chooses this line of work because it is lucrative or easy; the motivation runs deeper. The experiences of public interest advocates and those they work with are very compelling. It’s the things you can accomplish (or, sometimes, just fight for) which make it so worthwhile.”
A. Public Interest Settings

What is typically considered “public interest” law can be broken roughly into three types of employment settings: public interest groups, commonly nonprofit organizations; government organizations; and public interest work by law firms. Lawyers in all three settings are united in their basic goal of using the legal system to promote the public good. However, there is substantial variation both within and between each setting in their foci, goals, and strategies. The following is a rough overview of each type of employment setting and different employment possibilities within each setting.

1. Public Interest Organizations

Although the breadth of substantive issues and concerns covered by public interest organizations defies a complete listing, specialty areas include: children’s rights, civil rights/civil liberties, consumer rights, death penalty/prisoners’ rights, disability, economic development, education, elder rights, employment/worker’s rights, environmental, family, First Amendment, LGBTQIA rights, health/mental health, homelessness/housing, human rights, immigrants/refugees, international human rights, migrants/farmworkers, multicultural rights, Native American rights, poverty, and gender rights. Different types of public interest organizations address these and other areas in a variety of ways.

a. Impact Litigation Groups

Lawyers and students who are particularly interested in high-profile cases, class actions, and complex litigation might consider an organization devoted to bringing about legal and social change. Such organizations may seek to effect change through impact litigation (litigation that has the potential to broadly impact laws, policies, or practices for many similarly situated people) lobbying, filing amicus curiae briefs, and education campaigns. On the national level, this type of organization includes the NAACP Legal Defense and Education Fund, the Lawyers’ Committee for Civil Rights, Appleseed, and the American Civil Liberties Union. Similar organizations with a more local focus include the local chapters of these national organizations and statewide or regional groups.

b. Legal Services Organizations

Another type of public interest employer, legal services organizations, focus more on providing direct legal assistance, typically on civil matters, to those who could not otherwise afford legal help. These organizations are often federally funded through the Legal Services Corporation and have names such as “legal assistance,” “legal aid,” and “legal services.” Lawyers in legal services organizations usually have significant client contact and assist individuals with their personal legal problems; however, some offices, generally those not receiving federal money, also engage in impact litigation, lobbying, and other activities.

The activities of legal services lawyers are varied and comprehensive and may include client counseling, negotiation, advocacy, research, assistance with legal documents, and representation in court and administrative proceedings. Legal services attorneys can focus on a specific substantive area of law, such as housing, or they can deal with matters in a wide range of substantive areas, including government benefits, immigration, consumer rights, education, and workers’ rights. Local examples of such organizations include New Haven Legal Assistance Association and Yale Law School’s own Jerome N. Frank Legal Services Organization (LSO). Examples from other geographic areas include Texas RioGrande Legal Aid, Pine Tree Legal Assistance in Maine, and Greater Boston Legal Services. A good listing of legal services organizations can be found in the Directory of Legal Aid and Defender Offices in CDO.
c. Public Defenders

Public defender organizations are assigned to provide criminal defense to people who could not otherwise afford an attorney. The majority of public defender organizations are publicly funded government entities and the attorneys are compensated as salaried government employees. An example of this model is the Public Defender Service for the District of Columbia. In other jurisdictions, not-for-profit organizations, often referred to as defender services or legal aid societies, provide indigent criminal defense services. Notable not-for-profit public defense agencies in the U.S. include the Legal Aid Society of New York and the Bronx Defenders. As with legal services organizations, public defenders are listed in the Directory of Legal Aid and Defender Offices, available in CDO. Most states have statewide public defender systems, while others have offices only in selected cities or counties. In those areas without public defender offices, court-appointed private attorneys represent indigent defendants.

Federal public defenders or federal community defender organizations are authorized in federal judicial districts or a combination of adjacent federal districts where at least 200 people annually require the appointment of counsel in criminal cases. These lawyers represent individuals accused of federal crimes such as white-collar and drug crimes. The name and contact information for the federal public defender for many districts can be found online at Leadership Directories.

Public defenders’ offices litigate all types of criminal matters from misdemeanors to major felonies and homicides; public defenders can also work exclusively with specific types of defendants like juveniles or death row defendants. Some public defender offices are structured vertically so that the attorneys handle cases from beginning to end. Other offices are structured horizontally with attorneys specializing in particular stages of defense, like arraignments, motions, or trials. Consult CDO’s Criminal Defense guide available on the CDO website.

d. Policy Centers

Public interest minded attorneys and students who are particularly interested in public policy may find their niche in nonprofit policy centers and research organizations such as the Center for Law and Social Policy. These organizations have less client contact and focus on developing effective public policy with the ultimate goal of making recommendations to legislators and government administrative bodies. Attorneys in these organizations might spend a good portion of their time researching and analyzing policy initiatives and lobbying.

e. Community Development Groups

Those who are more interested in helping community groups gain the skills to fight their own legal battles might choose a fifth type of organization: one with a focus on community development, education, or grassroots organizing. These lawyers might be involved in building coalitions, investigating and challenging local regulations, presenting educational programs on legal issues, negotiating local disputes, and providing legal advice for community partners. Examples are the Center for Popular Democracy and New York Lawyers for the Public Interest.

Economic development is one kind of practice aimed at empowering low-income communities. Lawyers engaged in economic development might work with banks and other commercial groups on increasing access to capital, with entrepreneurs seeking to start or sustain small businesses, with developers seeking to create affordable housing, and with non-profit organizations seeking to improve economic opportunities. The Lawyers’ Committee for Civil Rights of Boston and San Francisco both have projects focused on developing strong local economies.
f. International Public Interest Organizations

With the increasing interconnectedness of our world, the breadth and range of international legal public interest institutions and jobs continues to grow. Attorneys are involved in diplomacy, policy-making, administration, arbitration, and all types of internationally-oriented advocacy and activism. This work is done by a growing group of nongovernmental organizations (NGOs), as well as intergovernmental organizations (such as the U.N.), and governmental entities (such as the State Department). CDO’s *International Public Interest Law* guide provides an in-depth discussion of international public interest opportunities and the resources available to you in this area.

These six types of public interest organizations—impact litigation groups, legal services organizations, public defenders, policy centers, community development groups and international public interest organizations—certainly do not encompass all the possible nonprofit public interest organizations. This description should only serve as a framework for understanding the types of legal work a particular organization might do. Furthermore, students should expect to find a great deal of overlap. For example, impact litigation groups may do a great deal of community organizing and education, and many legal services organizations may do impact litigation or policy analysis as well as direct client representation. The Public Service Jobs Directory (PSJD) is a centralized resource which provides a wealth of information on public interest organizations and job opportunities. It is available (free to all Yale Law students and alumni) at the PSJD website.

2. Government

a. Federal Government

The federal government employs attorneys in many different settings. Among the most well-known options is the Department of Justice (DOJ), self-proclaimed to be the “nation’s litigator,” which represents the federal government and all its agencies. The Department of Justice, headed by the United States Attorney General, is comprised of a number of different divisions, including Antitrust, Civil, Civil Rights, Criminal, Environment and Natural Resources, and Tax. These divisions develop and enforce federal legislation and pursue litigation on issues of national importance. For information about the Department of Justice, including descriptions of all components and of the hiring process, consult the DOJ website.

United States Attorneys serve as field officers for the DOJ and represent the government in each of the federal judicial districts. In some instances, U.S. Attorneys serve as federal prosecutors, prosecuting individuals for violations of federal law. In other cases, they defend the government and government officials in civil suits, or work in conjunction with government agencies to file lawsuits against private individuals or organizations. For information about working for a U.S. Attorney, consult CDO’s *Criminal Prosecution* guide.

Another avenue for practicing in the federal government is through one of the other executive branch agencies such as the Environmental Protection Agency, the Food and Drug Administration, or the Department of Transportation. These agencies employ in-house counsel to handle the legal aspects of their work and often employ attorneys in other capacities as well. In-house attorneys for these agencies assist in developing agency regulations, drafting legislation, monitoring compliance with laws and regulations, representing the agency in administrative hearings, and working with U.S. Attorneys to represent the agency in litigation. Information on the executive departments and individual agencies can be found online at Leadership Directories.
Many federal government entities have special programs to bring on new law graduates, or for summer interns. Post-graduate programs are often called “Honors Programs.” You can refer to the Government Honors & Internship Handbook on the Arizona Law School website to review or print the most up-to-date information. Enter the user name and password for access (see the Online Resources section of this chapter for password information). In addition, NALP publishes the Federal Legal Employment Opportunities Guide, available on the NALP website or in the CDO library.

Lawyers and law students may also work for the legislative branch. Attorneys work on the staffs of individual senators and representatives, as staff attorneys for both Senate and House committees, and for the House or Senate itself in administrative offices, such as the Office of the Legislative Counsel or the Congressional Research Service. See Working on Capitol Hill on the CDO website, for guidance and resources in this area.

b. State Government

The legal opportunities in most state governments are analogous to those available in the federal government. The state’s legal department is headed by the state Attorney General, the chief legal officer of the state. The structure and function of a state Attorney General’s office is determined by the state constitution and law, however there are certain commonalities. Attorneys General act as legal counselors to state government agencies and legislatures and also act as representatives of the people of the state, or the public interest.

According to the National Association of Attorneys General (NAAG) website:

Attorneys General occupy the intersection of law and public policy, dealing in areas as diverse as child support enforcement, drug policy, and environmental protection. . .

Typical powers of the Attorneys General, while varying from one jurisdiction to the next due to statutory and constitutional mandates, now include the authority to: institute civil suits; represent state agencies; defend and/or challenge the constitutionality of legislative or administrative actions; enforce open meetings and records laws; revoke corporate charters; enforce antitrust prohibitions against monopolistic enterprises; and enforce air, water pollution, and hazardous waste laws. In a majority of states, handle criminal appeals and serious state-wide criminal prosecutions; intervene in public utility rate cases; and enforce the provisions of charitable trusts.

Although state Attorneys General offices vary enormously, the New York State Attorney General’s Office (NYAG) is illustrative of the work of a relatively large office. The NYAG employs over 650 Assistant Attorneys General who work in offices in many locations across New York State. The NYAG Office is divided into: a Criminal Justice Division with Criminal Prosecutions, Medicaid Fraud, Organized Crime, Taxpayer Protection, and Public Integrity bureaus; a Division of Economic Justice with Antitrust, Consumer Frauds, Internet, Investor Protection and Real Estate Finance bureaus; a Division of Social Justice with Charities, Civil Rights, Environmental Protection, Health Care, Labor, and Tobacco Compliance bureaus; a Division of State Counsel with Civil Recoveries, Claims, Litigation, Real Property, and Sex Offender Management bureaus; a Division of Investigations; a Regional Affairs Division; and Executive, Solicitor General, and Administration Divisions. For more information see the NYAG website. Information and website links to attorney general offices are available on the NAAG website.

In a typical state, criminal prosecution, other than the exceptional cases that are handled through the state attorney general’s office, are prosecuted by a District Attorney office. District Attorneys’ offices may be
organized by county or judicial districts and are typically led by an elected or appointed District Attorney. In some states, the attorneys in these offices may be called “prosecuting attorneys,” “state’s attorneys,” or “county attorneys.” See CDO’s Criminal Prosecution guide for more information on this area of practice.

Numerous state agencies also have in-house counsel departments. These departments may work in conjunction with specialist attorneys in the attorney general’s office to bring litigation for the enforcement of state laws and regulations but also provide a close consultative role in the agency. Depending on the agency involved, the agency attorneys may be involved in legislative or rulemaking efforts, administrative hearings, and enforcement actions.

The state legislature employs attorneys in many capacities, similar to the U.S. Congressional structure. Information on the structure of a state’s government and its leaders can be found online at Leadership Directories.

c. Local Government

Cities often have municipal legal departments with city attorneys who provide legal advice to the city leaders, boards, and agencies, and represent the city in litigation and in other transactions. These departments vary enormously in size and structure, depending on the size of the city and their use of outside counsel. The New York City Law Department is a good example of a very large and fully structured city law department. It employs approximately 920 lawyers, divided into 16 legal divisions, with 10 offices, in all five boroughs. The divisions give a sense of the diversity of the work of such an office. They are: Administrative Law; Affirmative Litigation; Appeals; Commercial and Real Estate Litigation; Contracts and Real Estate; Economic Development; Environmental Law; Family Court; General Litigation; Labor & Employment Law; Legal Counsel; Municipal Finance; Special Federal Litigation; Tax & Bankruptcy; Tort; and Workers’ Compensation. Visit the NYC Law Department website for information.

Many large cities also have city agencies with in-house legal departments. This is similar to the in-house counsel in state agencies. Information on a city’s structure and departments can be found online at Leadership Directories.

3. Law Firms

a. Public Interest Firms

A public interest law firm is a private, for-profit association of lawyers, like any other private law firm. Public interest law firms are distinguished from other private firms in that their primary mission is to assist underrepresented people or causes. This difference in mission creates a difference in billing practices and client selection. Clients may be chosen because of their need for the firm’s services, and the cause their claim relates to, regardless of their ability to pay. Common within public interest firms are sliding fees, free work, contingent fee cases, and cases in which the law requires the prevailing party’s attorney’s fees to be paid by the losing party or otherwise.

Typical areas of practice for public interest law firms include plaintiffs’ employment discrimination, civil rights, criminal defense, environmental law, and disability rights. Because these types of cases are often not profitable, the firm may take other types of matters, such as medical malpractice or other tort cases to help pay the bills. The best database of public interest law firms is PSJD. Also see CDO’s Public Interest Law Firms and the narratives by practitioners from these firms that are located in the Law Firm Practice guide.
b. Pro Bono Work

Many private firms provide some opportunity to practice public service law in a private firm setting through pro bono programs. These programs may allow, or require, attorneys to do a certain number of hours of court-appointed work or to collaborate on cases with a local or national public interest organization. The formats of these programs differ widely, as do the levels of commitment and organization on the part of the firm.

If you are interested in a particular firm and its pro bono opportunities, question them on this issue prior to accepting an offer. For suggestions on how to evaluate a law firm’s commitment to pro bono work, see the discussion in the Law Firm Practice guide and CDO’s Critically Evaluating Pro Bono Policies and Programs available on our website. Information on the pro bono programs of firms participating in the Fall and Spring Interview Programs, and many other firms, is available online at the NALP Directory and in the Vault Guide to Law Firm Pro Bono Programs, available in the CDO library and through the online Vault career library for YLS.

Some firms have created externship opportunities for their associates, allowing junior attorneys to spend months working at a public interest organization before returning to the firm. These opportunities can be found online or mentioned in the interview process.

c. Pro Bono for the Summer

Firm Sponsored Split Public Interest Summer
Several firms offer a version of a pro bono program for summer associates in the form of sponsored split summers. The basic format of these programs is that the summer associate works half of the summer at the firm, and the firm then pays the associate the same salary to work at a public interest organization for the rest of the summer. If you are interested in firm work, the sponsored split summer offers a great opportunity to incorporate public service and excellent training into your summer. If you really think you are heading for public service but feel the need to at least try working in a private firm, the sponsored split allows you to do so without greatly diminishing the service focus of your résumé. Since many firms sponsor these splits to demonstrate to applicants that they are a community focused, pro bono friendly law firm, please let them know you noticed their effort and appreciate it. For a listing of firms that offer such a program and descriptions of their programs, see the Firms Sponsoring Split Public Interest Summers page on the CDO website.

Other Pro Bono Opportunities
Most firms are quite willing to have summer associates involved in the firm’s pro bono work. Often, it is just a matter of asking. In New York City, the Bar and some public interest organizations have developed more structured programs of summer pro bono work. For information on the structured pro bono opportunities for your NYC summer, see the Critically Evaluating Pro Bono Policies page on the CDO website.

B. Most Frequently Asked Public Interest Questions

1. Is it more difficult to get a public interest job?

Getting a permanent public interest job is more difficult for a Yale Law student than getting a large firm job. However, if you want to work in a small firm in a smaller city the effort is similar. This is because, other than large government employers, public interest organizations (and small firms) tend to have occasional openings (versus 50 new associates each year), and they don’t have a lot of extra money. These two facts often mean they don’t hire recruitment people, they don’t join the Association for Legal
Career Professionals, they don’t visit law school hiring fairs, and they may not send law schools notices of their openings. It doesn’t mean they don’t want you, it just means you have to go to them. In comparison to the large firm active fall recruitment cycle, this seems like a lot of work. However, it is just what a normal job search looks like when you are no longer a law student. For the 1L summer, the effort may be reversed, with public interest folk having an easier search, due to the summer funding provided by the Law School. For the 2L summer, it depends on what type of public interest or private sector job you are pursuing.

2. Is the Fall Interview Program (FIP) a private sector only event?

No. Every year CDO invites many public interest employers to participate in FIP, and 15-20 register. This is largely due to the reasons listed in the answer to question 1. But the low turnout is also due to the fact that when many of these employers come, they suffer from lack of student interest. It is a significant investment for an organization to use attorney time and travel funds (CDO covers registration, interview fees, and interview room expenses for PI employers) to come to YLS for FIP. If they have only one or two interviews scheduled, it is usually not worth their resources. They will instead ask those two students to see them at their offices and not register for FIP the next year. If there is truly a lack of student interest, this outcome is necessary. However, if few students sign up because public interest students do not realize that FIP includes public interest work, this is simply a negative self-fulfilling prophecy.

We are often asked why CDO doesn’t run a special public interest job fair here at Yale. First, we prefer to incorporate public interest employers into FIP and SIP so that they can benefit from the same technology, timing, and accommodations as other employers. Second, the reasons (discussed above) that prevent many public interest employers from coming to FIP will prevent them from coming to a separate YLS Public Interest Job Fair. For many public interest employers, their needs can be better met through joint interview programs, such as those YLS co-sponsors in New York and Equal Justice Works (EJW) in Washington, DC.

3. Is it true you can’t get a public interest job right out of law school?

No. This rumor gets its start in the fact that U.S. Attorneys’ Offices almost never hire right out of law school. They require at least two years of experience. Obviously, there are lots of other public interest jobs and most will consider newly minted attorneys. The DOJ hires new lawyers into their Honors Program, as do many other federal agencies. State agencies, legal services offices, state public defender offices, and other public interest employers do so as well. Having said this, there are some highly sought after public interest jobs, typically with high profile national nonprofits, where the competition is so stiff a new graduate may have a next to impossible task. This is when the fellowship route comes in handy. Fellowships are a great way to do the work you dream of or to find a position in an organization that has no funding to hire you. Review the CDO guide Public Interest Fellowships or visit PSJD online for more on this avenue to public interest employment. In addition, public interest organizations hire as needed based on budgets, staff attrition, or grant cycles rather than based on a pre-established timeline, frequently later in the academic year. This uncertainty can add to the misperception that there are no public interest jobs to be had.

4. Why do lots of students who planned on going into public interest end up taking a private sector job?

There are a lot of reasons. Some students are lured by the tremendous amount of money in the private sector and figure they’ll earn a large salary for a few years, then come back to public interest (but see question 6 for more on that). Some spend the summer working for a firm that seems nice and begin to wonder if maybe firm work really wouldn’t be so bad. Some hope to do a significant amount of pro bono
work at the firm. And many students can’t stand the uncertainty that a public interest job search often entails. It is difficult to be unemployed in March of your third year when many of your classmates have had their jobs nailed down since December, if not since August. Luckily, the federal government honors programs comport with the private sector timeline. The popularity of fellowships is also aided by their earlier acceptances. The lateness of public interest offers, compounded with the rumor that positions are not available, cause those who are risk averse to select the private sector option.

5. **Can I get a job with a public interest organization when I have no experience in public interest law or its area of concern?**

Summer job, yes. Permanent job, more unlikely. If you are a 1L looking for summer work, don’t worry about this. Try to demonstrate that you have a concern for the underprivileged and have given your time in the past to help folks (animals, environment, etc.). Join a YLS public interest organization, take a clinic, and get involved in pro bono projects offered at the school to gain experience and demonstrate your enthusiasm for public interest law generally and the specific area of concern if possible. If you are graduating and have not acquired any public interest experience, you are in a much more difficult position. Unlike a summer job where you can often ride on the fact that you can come for free from a highly ranked law school, employers for permanent positions expect a demonstrated commitment. You have had three years of law school and two summers to show this commitment and, if you have not, it adds a burden to your job search. Topic area expertise, however, is often not necessary if you have transferable skills and a public interest background.

6. **If I work at law firms after I graduate, can I make a switch later to public interest work?**

It is possible, but several facts conspire against you. First, you grow accustomed to the money. Just as you cannot imagine making $160,000 a year now, after you’ve made it for a few years you will not be able to imagine making $50,000. You will have expenses that seem necessary. Family and friends will tell you that you are insane. You’ll wonder if it is fair to your spouse and children (who, by the way, have been hanging out with other folks who made $160,000 to $2 million). Second, you will then have an uphill battle in actually getting a public interest job. Your résumé does not demonstrate commitment to public interest; your experience from a corporate law firm may not demonstrate the needed skills or knowledge. Quite frankly, everyone is a little suspicious about whether you are serious about the cause and if you will stay. These may all be overcome by making sure you do lots of pro bono work during private practice, maintain and cultivate contacts in the public interest community, and continue to live a simple life.

7. **But if I work only for government and public interest organizations, can I get a private sector job if I later decide I need, or want, to leave?**

Yes, though the ease of the transition depends on what type of public interest job you have held and how long you have held it. It is obviously easier to get a job in private practice when you can show that your public interest job gave you skills and/or knowledge that are useful to the firm. Litigators in the public interest often make smooth transitions to private practice. Similarly, attorneys who have developed knowledge of government regulation in an area of interest to a firm often make lucrative career changes. To the extent that your experience is unrelated to your next desired job, and you have been in that position for a significant period of time, you must work harder to change jobs. The issue is not really private versus public, but moving to fields where the skills, knowledge, and contacts gained in your work experience are irrelevant.
8. But don’t big firms provide better training?

Not necessarily. Big firms typically have an organized training program while many public interest organizations and government employers do not. However, big firms typically do not allow a young associate, or summer intern, to handle the type or breadth of work that public interest employers do. It’s quite possible that you would spend several years reviewing documents, researching, and writing memos. A small public interest organization where you find an excellent mentor and are given significant responsibility may well provide training far superior to anything a law firm can offer. Public interest employers vary enormously in the quality of their training and mentoring. You should inquire at the interview and affirmatively seek mentors during your employment.

Look closely at the skills and knowledge you are likely to acquire at a large law firm and see if these are transferable to the public interest work you desire. If you develop extensive knowledge of mergers and acquisitions at the firm, it is unlikely to be valuable in the public interest sphere. If litigation is your desired skill, inquire what litigation skills you will develop at the firm and when.

9. Can I survive on a public interest salary?

Only you know that. Can people survive on a public interest salary and lead happy lives? Sure. They do it all the time. Not only is this question enormously dependent on what you consider the essentials of life, whether you have a working partner, where you live, and whether you plan on raising children, but it is also dependent on the type of public interest work you pursue. The PIRGs employ an amazing group of committed attorneys and offer extremely low salaries; however, people working for the federal government will probably start in the fifties and can work up to well over $100,000. There are legal services organizations where the supervisors and directing attorneys make a very good salary. In addition, Yale’s loan repayment program (COAP) lightens the debt burden significantly and enables graduates to pursue public interest work. Having said this, the comparison to large firm salaries will always be dismal. If you choose the life of a public interest lawyer, it’s best to stop comparing.

CHAPTER 2
PUBLIC INTEREST EMPLOYMENT STRATEGIES

A. The Job Search Process

The basic steps of the job search process are fully discussed in the Introduction to Career Development guide. However, there are a few points of the public interest job search process that merit special mention here.

1. Self-Assessment

In charting your career path, you should start by determining your values, needs, and aspirations. Recognize your own strengths and abilities. Analyzing past experiences and current interests will help you understand what fulfills you, so that you can ultimately find gratifying work. Although this self-assessment process is important for everyone, it is particularly crucial for students involved in public interest work. With so many public interest options, but limited job search time, you can target potential employers in a realistic manner, based on the results of your self-assessment.
In addition to helping you find professional satisfaction, self-assessment has a very practical application. When interviewing for public interest positions, it is imperative that you demonstrate your commitment to and passion for public interest work. The process of self-assessment should help you articulate your desire to work in the public sector more effectively. You must also demonstrate what you can offer the organization or agency. In a tight market, the more time you spend figuring out what makes you stand out from the crowd, the better your chances for success will be. Therefore, your mental work in thinking about your skills, values, and goals and how they relate to particular public interest careers will prepare you to sell yourself at an interview. Your prior public interest employment and activities will allow you to showcase relevant skills, knowledge, and commitment.

### 2. Credentials

Public interest employers are likely to seek a wide range of credentials and qualities for summer and permanent employment. For public interest job seekers, experience, commitment, and personal qualities are the basic components of the “package” that is presented to a prospective legal employer. Employers want to know that you are committed to public interest work and that you are concerned about the issues they handle and the clients they serve. Although the phrase “building your credentials” makes the process sound mechanical and perhaps superficial, it isn’t. The challenge of building one’s professional credentials can be an exciting, educational experience.

> “I can’t stress how critical it is for students to work in public service jobs during summers and/or intensive semesters. When we (at the Sierra Club) have an opening for an entry-level attorney, we get hundreds of applications from obviously well-qualified third-year students and young lawyers. The people who get considered and get the jobs are those who have a demonstrated interest and experience in the field.”
> Andrew Caputo ’90
> Sierra Club

### 3. Timing

NALP guidelines restrict first-year students from contacting employers until December 1. After this date, students may commence contacting public interest employers; however, it is typically not necessary to leap out of the starting blocks unless you are pursuing a few highly competitive positions in a national nonprofit organization or the federal government. We suggest you prepare and send a “wave” of résumés and cover letters to your top five to 15 choices in December, and follow up with phone calls in two weeks. Prepare a second and third wave as needed, as you work down your list of desirable placements.

For second and third year students, there is no need to wait until the winter. If fact, public interest employers generally make hiring decisions earlier for 2Ls than for 1Ls. Students should approach their top choices in the fall and follow up as indicated by the particular employer. Employers participating in FIP generally prefer that students use FIP to schedule interviews and supply résumés. Some employers, such as the Department of Justice and the other federal Honors programs, have specific (often in early September) deadlines and application processes. Check the Government Honors & Internship Handbook online (see the online resources section of this guide for login information), and call other employers to learn of their procedures and timing. For permanent employment, it is not uncommon to continue applying to organizations in the spring and even the summer of your graduation year.
4. Résumés and Cover Letters

As in all types of job searches, your résumé for a public interest job is a snapshot of your education, experience, and special skills. It must be clearly organized, accurate, and concise. For public interest jobs, however, you must convey a strong interest and commitment to the job. It is important that résumés sent to specific organizations be carefully tailored to the particular employer. Rarely, however, do your experience, education, and personal interests constitute the perfect résumé for a particular position.

Without a doubt, interest in a job is the most important aspect of your presentation. Write your résumé and cover letter to reflect your interest in, connection to, or experience with the organization’s purpose. Be sure to include other previous public interest experience. While direct experience in a public interest practice area is not a prerequisite, most employers look for a demonstrated commitment to public interest generally and, if possible, to their issue or the clients they serve. In addition, you must show that your education, employment, and volunteer work have allowed you to develop skills and experience that relate to the duties of the position. Direct service organizations, for example, are looking for people who have experience interviewing and working with clients.

Begin your résumé preparation by listing all education, experience (paid and volunteer), honors, awards, special skills, publications, research projects, and other important aspects of your life which may be relevant to this employer. Once you have created the list, eliminate nonessential information. Since the average reviewer may spend less than 30 seconds scanning each résumé, the key to building a good résumé is to include just enough information to interest the employer and make him/her want more. One page is often stated as a goal, especially for 1Ls, but two pages may be appropriate for more experienced students and graduates and for post-graduate fellowship and government honors applicants if all of the content is relevant to the particular public interest employer.

Your cover letter is an essential opportunity to demonstrate who you are and to convince an employer that you are passionate about their issue/client/advocacy and qualified for the position. Think of it as a persuasive brief. Public interest employers generally read cover letters and often think of it as an additional writing sample. Take the time to make the connection between your past experiences and current career goals without just repeating the information on your résumé. A public interest cover letter is typically a full-page in length.

Your cover letter should include who you are (I’m a first year student at Yale Law School), what you want (seeking a summer internship) and whether you have funding. If you spoke to a past intern or met someone from that office at a presentation, do include that information in your cover letter. Don’t just repeat the information in your résumé. You want to create a narrative of your experience which will allow the reader to understand why you are applying to them. Include details which are not in your résumé. (What challenges did you overcome to complete a certain project? What was unusual about you doing that particular job?) Give the reader a reason to contact you!
5. Interviews

The interview is your chance to impress the employer. Interviews for summer placements are usually less formal than those for permanent positions. Some are a few minutes of chatting on the phone and some public interest employers hire summer volunteers on the basis of the résumé and cover letter alone.

Since it is hard to predict the length or formality of an interview, always be ready to present yourself in the best light. The key to a good interview is to prepare: research the organization and its current work, talk to students who have worked there, and practice answering interview questions. Knowledgeable questions about the current work of the organization are bound to engage the interviewers. These questions should also help you decide whether the organization fits with your interest and goals. CDO conducts a program on interview techniques and a mock interview program to help you refine your interviewing skills. In addition, CDO counselors are available to answer specific questions.

Public interest employers typically are not able to reimburse for travel expenses to the interview. If you cannot afford to travel to an interview, don’t be discouraged but instead ask for a telephone interview. If you are a 2L, 3L or LLM, CDO’s TRI PI (Travel Reimbursement for Interviews in the Public Interest) program provides for some reimbursement of interview expenses for those seeking public interest work. For more information, go to the TRI PI page on the CDO website. Consult the Introduction to Career Development guide for other interview tips and typical interview questions.

6. Employer Follow Up

Write notes and keep records of your interviews. It is fine to write a thank you letter or email to express your appreciation and interest in a particular job, but it is not necessary. If you do write a note, make absolutely sure it is perfect. Generally, for public interest positions, the more the employer sees your name or face, or hears your voice, the more successful you will be. Walking the fine line between following up and being a pest may be difficult. A good rule of thumb is that, if you have not heard from an employer in two to three weeks from your initial contact, contact the employer to inquire about the status of your application. You may follow-up by email or phone.

7. Meeting the Challenges of a Fluctuating Market

Like every sector of the job market, the public interest sector fluctuates. However, if a particular arena of the public interest market is in decline, another may be doing well. The key to surviving a tough market is flexibility. If your dream job has not come through, consider the following strategies.

**Short-Term Post-Graduate Opportunities.** Find clerkships, fellowships, or other short-term post-graduate opportunities. CDO publications on these subjects will give you many particulars. These jobs can add to your desirability to public interest employers and give you valuable skills for later use.

**Government Opportunities.** Work for an expanding federal, state, or local government. The government sector fluctuates, too, and some local or state governments are hiring while others are downsizing.

**Look into Less Populated Areas.** Consider legal aid, public defender, or local prosecutor jobs in less populated locations. The urban centers on both coasts and the higher profile cities may be difficult public interest markets, while at the same time rural legal aid offices in less populated areas need attorneys. On the other hand, populated areas offer more public interest venues.
Find a Job that Requires Similar Skills to your Ideal Job. For example, if you’d like to be a housing attorney with the Legal Aid Society of New York but it is in a hiring freeze, you may want to look into housing advocacy/tenant group jobs, a job as a housing compliance officer for the city, or a clerkship in housing court. All these options will make you a more desirable candidate when the freeze is lifted.

Start your Own Nonprofit or Private Public Interest Firm. This requires a significant time investment but is possible.

Join an Official “Volunteer” Program. Work at AmeriCorps VISTA, AmeriCorps National Civilian Community Corps (NCCC), the Peace Corps, or a similar volunteer program.

Join the ABA and State and Local Bar Associations. You can serve on committees in these bar associations that touch on your particular public service field. In addition to networking, you’ll have the opportunity to do good work and stay on top of emerging trends.

Do Pro Bono Work. If you can’t find paying work in the nonprofit or government sector, consider volunteering with your favorite nonprofit while you continue to search. This provides great experience, hopefully a good reference, and valuable networking opportunities.

Consider Working for a Private Public Interest Law Firm. If you are hitting a brick wall in finding a public interest job or you find it difficult to accept the hiring timeline in public interest jobs, you may consider private firm work. Such a position can provide you with interesting work and increase your legal skills for a later job hunt. Public interest firm employers also look for commitment to the public interest world and some may be less impressed with your stint in private practice unless you can relate it to your service goals. Pay special attention to the growing number of public interest private firms handling cases on civil rights, consumer protection, domestic violence, and employment discrimination, among other issues.
## B. Suggested Timetables of Job Search Activities

### First Year Students

<table>
<thead>
<tr>
<th>Month</th>
<th>Activities</th>
</tr>
</thead>
</table>
| **September - October** | • Assess your career interests, skills, and values.  
• Attend lectures, programs, and public interest events at YLS, such as “1L Orientation to CDO” and “1L Intro to Public Interest Careers.”  
• Consider joining a journal or student organization (such as the TRO Project) that reflects your public service interest(s).  
• Consider attending the Equal Justice Works Career Fair and Conference in DC (October 26-27, 2018) for panels and table talk only.*                                                                                                                                                                                                 |
| **November - December** | • After October 15th,* attend résumé and interview workshops and make an appointment with a career counselor; visit CDO to familiarize yourself with its many public interest resources, including guides and brochures.  
• Attend the Student Public Interest Career Fair (Late October/Early November) in the YLS Dining Hall.  
• Develop your list of desired employers. Read online student summer evaluations (available in CMS) and talk to students who previously worked at places that interest you.  
• Begin preparing your job search materials, including cover letters, résumé, references, and possibly writing samples.  
• After December 1st,* send your first “wave” of résumés and cover letters. (Start immediately for certain employers like the DOJ/USAOs).  
• Two weeks after your first “wave,” follow up with phone calls to employers.  
• Consider enrolling in a clinic; investigate various clinic options.  
• Plan course selection to reflect and build on your employment interest(s).  
• Participate in a mock interview (November-January) to get some practice.  
• During winter break, investigate job opportunities, network, and reach out to employers; purchase interviewing clothes.                                                                                                                                                                                                 |
| **January - May** | • Continue to assess your career interests, skills, and values; attend CDO’s spring programs.  
• Meet with a career counselor about the job search if you are still looking.  
• Continue to attend public interest programs and meet with Mentors in Residence, even after getting a summer job—there’s always next summer!  
• Consider funding options for summer employment and, if needed, apply for SPIF/Kirby Simon Summer Fellowships.  
• If you have not done so, consider joining a journal or student organization.  
• Consider interviewing at YLS’ Spring Interview Program (SIP) (Late January).  
• Consider attending the Yale Co-sponsored Public Interest Legal Career Fair at NYU (February 7-8, 2019)  
• Attend the Rebellious Lawyering Conference (February).  
• Consider assuming a leadership role with student organizations.  
• Report your summer job to CDO so you can help other YLS students.                                                                                                                                                                                                 |

*Consistent with NALP standards, law schools should not offer career services to 1Ls prior to October 15th; 1Ls are prohibited from contacting employers prior to December 1st.
## Second Year Students

<table>
<thead>
<tr>
<th>Month</th>
<th>Activities</th>
</tr>
</thead>
</table>
| **August - October** | - Consider interviewing with public interest employers at FIP (August).  
                      - Complete the online summer employment evaluation.  
                      - Consider applying for DOJ Summer Law Intern Program (September 4, 2018 deadline).  
                      - Keep in touch with your 1L summer employer and consider using him/her as a reference.  
                      - Explore and research your desired 2L summer employer by using CDO resources (e.g., YLS Career Connections, PSJD, fellow students, and your contacts).  
                      - Send cover letters and résumés to targeted employers and conduct follow-up.  
                      - Continue to attend career programs, even after you have a job ... no job is forever!  
                      - Evaluate your existing commitments and, if you have not already done so, consider joining a journal or student organization.  
                      - Consider your clinical option for the upcoming year. |
| **November - December** | - Continue contacting target employers, personalizing your cover letters and résumés, and networking.  
                      - Volunteer to be a resource at the Student Public Interest Career Fair or simply attend (Late October/Early November).  
                      - Help focus your student organization on worthwhile public service.  
                      - Consider meeting with a career counselor about your job search before winter break.  
                      - During winter break, investigate job opportunities, network, and reach out to potential employers. |
| **January - May** | - Consider interviewing at YLS’ Spring Interview Program (SIP) (Late January).  
                      - Consider attending the Yale Public Interest Legal Career Fair at NYU (February 7-8, 2019).  
                      - Attend the Rebellious Lawyering Conference (February).  
                      - Consider attending the YLS Cover Retreat (March).  
                      - Consider whether the fellowship route makes sense for you: attend introductory fellowship programs and various colloquia (such as Liman, Heyman, and Bernstein); speak to current and former fellowship recipients.  
                      - If considering a fellowship, begin investigating fellowship deadlines by viewing PSJD’s Fellowship Application Deadline Calendar and consider how your fellowship aspirations may impact your choice of summer employer.  
                      - Consider funding options for summer employment and, if needed, apply for SPIF/Kirby Simon Summer Fellowships.  
                      - Report your summer job to CDO so you can help other YLS students.  
                      - Check Bar Examination requirements online (National Conference of Bar Examiners: www.ncbex.org) and in Registrar’s Office to prepare for next year. |
| **Summer** | - If fellowship-bound, review the Public Interest Fellowships guide; talk to sponsoring organizations; keep abreast of summer deadlines for project-based fellowships.  
                      - Schedule informational interviews with attorneys who are knowledgeable about your target job after graduation, using YLS Career Connections to find them.  
                      - If you are nearby, consider attending the NYC Public Interest Reception (Early September).  
                      - Complete the online summer employment evaluation to help other students. |
## Third Year Students

<table>
<thead>
<tr>
<th>Month</th>
<th>Activities</th>
</tr>
</thead>
</table>
| August - October | - Consider interviewing with public interest employers at FIP (August).  
- If you haven’t already done so, complete the online summer employment evaluation.  
- Consider applying for DOJ Honors Program (September 4, 2018 deadline).  
- If desired, make a fellowship plan for the year and make sure to meet your application deadlines (check deadlines for EJW; Skadden; Soros; etc.).  
- Continue to attend public interest career programs, focusing especially on meeting presenters and speaking with Mentors in Residence.  
- Work with a PI organization through the Lowenstein Project.  
- Make sure you know when to register for the Bar by checking the national site at www.ncbex.org. |
| November - December | - Carry out your fellowship plan by continuing to apply for fellowships, including YLS-sponsored fellowships, and pursuing your non-fellowship job search.  
- Volunteer to be a resource in the Student Public Interest Fair (Late October/Early November).  
- Maintain and stretch your network; use YLS Career Connections to locate knowledgeable alumni; let them know you are seeking permanent employment.  
- Follow up on all leads that your contacts provide for informational interviews or potential jobs.  
- Continue to send out targeted résumés and cover letters and conduct follow-up.  
- Continue working with a public service student organization and its public service projects.  
- Consider meeting with a career counselor about your job search before winter break.  
- During winter break, investigate job opportunities, network, and reach out to potential employers. |
| January - May    | - Consider interviewing at YLS’ Spring Interview Program (SIP) (Late January).  
- Consider attending the Yale Co-Sponsored Public Interest Legal Career Fair at NYU (February 7-8, 2019).  
- Attend the Rebellious Lawyering Conference (February).  
- If you are still seeking employment, definitely attend the Cover Retreat (March).  
- Attend a program on COAP to understand loan repayment.  
- If unemployed, definitely keep in touch with CDO and make an appointment with a career counselor about your job search.  
- If employed, sign up for Career Connections so you can mentor PI students.  
- Report your employment to CDO to be of service to fellow students. |
CHAPTER 3
YALE SUPPORT FOR PUBLIC INTEREST CAREERS

YLS matches its philosophical commitment for students working in public interest positions with financial support and other services.

A. CDO Public Interest Resources

1. CDO Publications

CDO produces a number of public interest guides, including: *Criminal Defense, Criminal Prosecution, Environmental Law, International Public Interest Law, Opportunities with International Tribunals and Foreign Courts, Public Interest Careers, Public Interest Fellowships,* and *Working on Capitol Hill.* These are available to students on the CDO website under Career Guides and Advice.

CDO also has a many pages providing advice on their website relating to public interest. They include:
- Fact vs. Fiction: Public Interest Careers
- Public Interest Programs and Resources
- Public Interest Law Firms
- Firms Sponsoring Split Public Interest Summers
- Before You Apply: Understand the U.S. Government Security Clearance Procedure
- TRI PI (Travel Reimbursement for Interviews in the Public Interest)

2. Educational and Mentor-in-Residence Programs

CDO typically sponsors over 50 public interest educational and mentoring programs every year. These programs are specifically geared to let students learn about the diverse practice of public interest law and to find mentors to assist them in the process. Mentor-in-residence programs allow you to meet individually with public interest attorneys and are a particularly good way to expand your knowledge of a legal field and ask questions that are directly relevant to your career choices.

Information about these programs is made available in numerous ways. Programs are listed on the master online calendar for the Law School and on CDO’s online calendar; they are announced in the CDO weekly email that is sent to all students; and they are described on posters that line the hallways of the Law School in the week leading up to the event.

You may also want to watch for programs sponsored by other sectors of the Law School and the university that touch on areas of interest, to broaden your knowledge of the area and to meet speakers, interested students, and faculty outside of the Law School. The public interest world crosses into other curricula. For example, if your goal is to be a Sierra Club attorney, programs at the Yale School of Forestry and Environmental Studies could be of interest.
3. Public Interest Employer Information

Students who receive SPIF funding for summer jobs are required to submit reports describing their work experience; CDO requests that non-SPIF funded public interest students also report. These online summer evaluations provide an insiders’ look at public interest employment and help you assess the work, training, and mission of various public interest organizations. These reports are available in CMS. Less intensive, but extremely valuable information regarding thousands of public interest employers in the U.S. and abroad is available at PSJD, of which YLS is a member.

4. Student and Alumni Networking

Some of the most important resources at YLS are students and alumni. CDO has several methods to help connect you with our human capital. As mentioned above, CDO maintains an online system of student summer job evaluations for the last several years. These evaluations allow you to review different types of summer job experiences and seek out the authors still in residence to discuss their summer employment. CDO also provides a list of current students and their public interest employers of the last two summers in the appendix of this guide for the same purpose.

YLS Career Connections contains contact and biographical information for YLS alumni, many who practice in the public interest and who are willing to advise Yale Law students and other alumni. It is available on the CDO website and searchable by type of employer, geographic area, and practice area.

Networking can make you stand out in the competitive public interest field. It’s a great way to find out about opportunities, trends, and people to contact and to get known in a relatively small community. Some ways to network include: approaching speakers and visitors to the law school, signing up for mentor-in-residence opportunities, and requesting informational interviews from professionals in the field.

5. Online Resources

a. CDO Website

Some of the public service resources available on the CDO website include current public interest job listings, a calendar of upcoming events and speakers, and YLS Career Connections. Additionally, the website contains general information about CDO, electronic versions of CDO publications, videos of CDO programs, and references to other resources and websites.

CDO also offers the Public Interest Fellowships site. The site contains important dates and fellowship deadlines, links to applications, biographies and announcements from past fellows. It is a good idea to check this site on a regular basis, starting in the spring and throughout the fellowship application process.

b. PSJD

The Public Service Jobs Directory or PSJD is an effective and centralized tool to find information about public interest opportunities. PSJD is made up of a network of more than 200-member law schools across the United States and Canada, including YLS and more than 13,000 law-related public interest organizations around the world. Through their online database, PSJD provides a comprehensive clearinghouse of public interest organizations and opportunities for lawyers and law students. As PSJD members, YLS students can perform customized searches for organizations in which they have an interest.
and for public interest opportunities, ranging from short-term volunteer and paid internships to post-graduate jobs, fellowships, and pro bono opportunities.

**c. Government Honors & Internship Handbook**

CDO has purchased the rights for all students to access this compilation of federal employment opportunities online. In addition, NALP produces a Federal Legal Employment Opportunities Guide, which is available free [online](#) under Public Service Initiatives and in the CDO library.

**d. Leadership Directories**

Yale Law School provides students with a subscription to the Leadership Directories, which contain biographical and contact information for leaders in a variety of government, nonprofit, and private sector arenas.

Students using a Yale computer or connected to Yale through a VPN can access the directories without a password. Simply click on the login box in the upper right corner of the home page. Anyone accessing the site from an outside computer without VPN will be taken to a login screen. In that event, contact CDO at (203) 432-1676 for a username and password. For suggestions and information on electronic resources, consult CDO’s list of helpful websites on the External Career Links page of the CDO website.

**6. Events**

**a. YLS Student Public Interest Career Fair**

CDO organizes an annual Public Interest Student Career Fair each November, at which dozens of second- and third-year students who have worked in public interest jobs over the summer share their experiences with first-year and other interested students.

**b. Off-Campus Public Interest Job Fairs**

Each year, Yale students have the opportunity to interview at several off-campus public interest job fairs. YLS participates in the Equal Justice Works Career Fair in Washington, DC (October) and co-sponsors the Public Interest Legal Career Fair in New York City (February). Public interest fairs give students the chance to learn about different public interest organizations and government agencies, listen to panel discussions, and interview with employers. Prior to each event, CDO conducts informational programs to prepare students for the fairs. Students must register for these events and submit travel receipts for reimbursement of ground transportation.

**c. FIP and SIP**

CDO conducts two law school interview programs each year, attended by many public interest and government employers who are interested in recruiting YLS students.
d. NYC Public Interest Career Reception

Yale Law School, in partnership with 19 other law schools, sponsors the Annual Public Interest Career Reception in New York City at the end of the summer. Many public interest organizations attend to provide information, advice, and encouragement to students interested in public interest careers. Although this is not a job fair, it is a great way to network with public interest organizations and law students from New York, New Jersey, Connecticut and Pennsylvania.

7. Fellowship Information

Yale Law’s CDO is a leader in recognizing the importance of public interest post-graduate fellowships as an entry into public interest careers, and in providing information and guidance on applying for these positions. CDO produces the Public Interest Fellowships guides and sponsors several fellowship programs throughout the year. Fellowships are listed on our job posting system (CMS), on PSJD, and on the Public Interest Fellowships site. One of CDO’s counselors, Norma D’Apolito, specializes in guiding students through the fellowship process.

Certain types of fellowships, such as the Skadden, Equal Justice Works, and Liman (open only to YLS graduates), require an applicant to be sponsored by an existing public interest organization that will be the site of the fellow’s project. Information from organizations interested in sponsoring Yale students for fellowships (sponsoring organizations) is available on PSJD, on the CDO website job posting system (CMS), and on the Public Interest Fellowships site. Information on YLS sponsored public interest fellowships can be found on the Public Interest Fellowships site, and in section C of this Chapter.

8. Pro Bono Information

CDO requests all firms participating in our interview programs complete the NALP Workplace Questionnaire regarding their pro bono practices, and conducts extensive follow up to assure the highest possible return. The questionnaires of all NALP member employers can be found online at the NALP Directory, under the employer’s listing.

CDO purchases books and surveys on assessing a firm’s pro bono work, such as the Vault Guide to Law Firm Pro Bono Programs, which are available in the CDO library. CDO also produces several brochures to assist you in finding firms that support pro bono work. All brochures are available on our website under Career Guides & Advice.

9. CDO Library

The CDO library offers an extensive collection of books and program videos that are helpful in developing and achieving public interest employment goals. Links to program videos are available online.
B. Other YLS Public Interest Resources

1. Student Public Interest Organizations

Yale Law School has many student organizations that demonstrate the wide range of interests and commitment to public service activities among students. These organizations bring students interested in public interest law together for programs, public service projects, and information exchange.

Many of the student groups are service organizations, which provide traditional legal aid to members of the New Haven community, such as the Temporary Restraining Order Project, which helps victims of domestic violence obtain court protection from abuse. Other groups provide non-legal services to the community. The Black Law Students Association has volunteered at the Ronald McDonald House (activities included coordinating arts and crafts projects and baking cookies with the house guests) and assisted with food preparation and served meals with Hunger Heroes at a local soup kitchen. The Marshall-Brennan Constitutional Literacy Project sends law students into local public high schools to teach courses in constitutional law and oral advocacy. The law students also coach their students in a national moot court competition.

A number of student organizations at YLS are involved in public service. For descriptions of the public service of our student groups, see the Student Organizations webpage.

2. Clinical Programs

The Jerome N. Frank Legal Services Organization (LSO) links law students with low-income individuals and groups in need of legal help. LSO’s clinics are: Advanced Sentencing, Challenging Mass Incarceration, Housing, Immigration Legal Services, Legislative Advocacy, Ludwig Center for Community and Economic Development, Samuel Jacobs Criminal Justice Clinic, Veterans Legal Services, and Worker and Immigrant Rights Advocacy.

Additional clinical programs within Yale Law School include the Allard K. Lowenstein International Human Rights Law Clinic, Capital Punishment Clinic, Education Adequacy Project, Environmental Justice Clinic, Environmental Protection Clinic, Media Freedom and Information Access Clinic, Re-entry Clinic, Rule of Law Clinic, San Francisco Affirmative Litigation Project, and Supreme Court Advocacy Clinic. Descriptions of the recent work of these clinics are available by going to the YLS Clinics webpage.

3. Externships

Students may work for a semester with the New Haven Legal Assistance Association (through either the Domestic Violence, Immigrant Rights, or Re-entry Clinics). Or they may take a semester long externship with either of two New Haven prosecutors’ offices, the local offices of the State’s Attorney or the U.S. Attorney. Click here for information on either the Legal Assistance Clinics or the prosecution externships.
4. Law Journals

Yale has several journals that address the public interest, including the *Yale Human Rights & Development Law Journal*, the *Yale Journal of International Law*, *Yale Journal of Law & Feminism*, *Yale Journal of Health Policy, Law & Ethics*, and the *Yale Law & Policy Review*.

5. Robert M. Cover Public Interest Retreat

A valuable networking opportunity is the Robert M. Cover Public Interest Retreat, where law students, law professors, and public interest lawyers gather in New Hampshire the first weekend in March. They participate in workshops, panels, informal discussions, dinners, and parties to learn from one another. Several slots are available for YLS students each year. Contact Steve Wizner at (203) 432-4817 for information.

6. Arthur Liman Public Interest Center

The Arthur Liman Center for Public Interest Law sponsors workshops, colloquia, programs, and research and advocacy projects for current law students. Recent workshop topics have included federalism and public interest advocacy, detention, and clinical education. The spring 2018 Workshop was titled *Rationing Access to Justice in Democracies: Fees, Fines, and Bail*. The annual Liman Colloquium has addressed topics such as “Accessing Justice, Rationing Law,” “Forty Years of Clinical Education at Yale: Generating Rights, Remedies, and Legal Services,” “Detention on a Global Scale: Punishment and Beyond,” and “Moving Criminal Justice.” Through the Liman Project, students have worked on research and advocacy projects, which have ranged from examining state prison policies regarding visitation and the use of isolation to drafting a handbook on rights and responsibilities for incarcerated parents in Connecticut.

The Liman Center also provides year-long fellowships for Yale Law School graduates to do public interest work and it helps to support summer fellowships for students at Barnard, Brown, Harvard, Princeton, Spelman, Stanford, and Yale. Contact Anna Van Cleave (anna.van.cleave@yale.edu), Director of the Liman Center, or visit the Liman Center website for more information.

7. Schell Center for International Human Rights

The Schell Center coordinates a diverse program that enables YLS students to become involved in a range of international human rights activities. The center organizes frequent panels, lectures, and conferences, including a bi-weekly workshop on current human rights issues. It sponsors an annual human rights career panel, advises and supports students pursuing human rights work, and funds students’ summer human rights fellowships and several annual Bernstein and Robina human rights fellowships for recent YLS graduates. For information, go to the Schell Center website, or contact the Schell Center at schell.law@yale.edu.
C. Yale Law School Funding Programs

1. The Job Search

The Law School has numerous funding opportunities for the many students who accept positions for the summer and after graduation with a government or public interest entity. This section describes those funding options.

a. Travel

Students can be reimbursed for reasonable travel costs to the Equal Justice Works and NYU Public Interest Career Fairs. Interested students must pre-register on the respective sites and report expenses with receipts to CDO. CDO will also cover the registration fees for these events. In addition, through our TRI PI program (Travel Reimbursement for Interviews in the Public Interest) the Law School will cover reasonable travel expenses and accommodations, up to $800, for 2Ls, 3Ls and LLMs who travel to public interest interviews. For more information, go to the TRI PI webpage.

b. Waived Fees

CDO waives all registration and room fees to FIP and SIP for public interest employers to encourage their attendance at these events. Private firms, depending on their size and activity, may spend several hundred dollars to several thousand dollars to participate.

*Please note: Some sections of this public guide have been removed due to their proprietary nature.*
c. Suit Reimbursement

If a student is on financial aid (loans and/or grants) and does not have appropriate clothing for interviews, the student may request a one-time loan of $500 to purchase a suit. If the student enters the Career Options Assistance Program (COAP) after graduation, this loan will be covered. Students should submit the receipt along with a Budget Revision Form to the Financial Aid office for immediate processing.

2. Summer Funding

**Student Public Interest Fellowship Program (SPIF)**
Yale Law students are extremely fortunate to be guaranteed necessary summer funding for public interest jobs from the Student Public Interest Fellowship Program. Based on need, weekly stipends are available to all Yale Law students who need funding to work in public interest or government work (except judicial clerkships). Seven thousand five hundred dollars of this funding is guaranteed (prorated at $625 per week for up to 12 weeks). In 2017, SPIF gave 205 students approximately $1,200,000 to fund their summer public interest work. A SPIF Information Session is held each fall for interested students and an application process is conducted annually in the spring.

**The Orville H. Schell, Jr. Center for International Human Rights**

**Kirby Simon Summer Human Rights Fellowship**
The Schell Center provides Kirby Simon Summer Human Rights Fellowships to allow students to spend all or part of their summer (at least 6 weeks) doing international human rights internships in settings throughout the world. The fellowship combines a stipend to cover the costs of travel to and from the internship site and a weekly stipend in the same amount as SPIF to cover basic living expenses (maximum of 12 weeks of funding) during the internship. In recent years, as many as 20 percent of all first-year students have received summer funding from the Schell Center for international human rights work. For information, go to the Kirby Simon website, or contact schell.law@yale.edu.

**The Jerome N. Frank Legal Services Organization**
The Jerome N. Frank Legal Services Organization funds summer positions for students to work in its YLS offices. Contact Khena Awudu, LSO Program Manager at (203) 432-1334 for information.

**The Mary A. McCarthy Fellowship**
The Mary A. McCarthy Memorial Fund annually awards one or more grants to Yale law students (including graduating students) who wish to undertake significant public interest projects during the summer or for a short period of time immediately after graduation. The McCarthy Fellowship is open to students working in public interest for the summer who are not eligible for SPIF. Emphasis will be given to projects in the areas of practice that especially interested Mary: mediation and the rights of women, immigrants, prisoners, and criminal defendants. Applications for other projects will also be welcomed, however, in keeping with the conviction of those who knew Mary that her interests would have continued to expand. While the committee will consider all generally appropriate applications, it will favor projects emphasizing legal work in direct client-service settings in the United States. The post-graduate grants may vary in size up to $10,000, depending upon the number and relative suitability of the proposals received; summer grants provide the same weekly funding as SPIF. Applications are generally due in March. For information, go to the YLS Fellowships Page, or contact CDO Public Interest Director, Norma D’Apolito at norma.dapolito@yale.edu.
The Latin America Linkage Program
Each summer the Law School sponsors a student exchange with several universities in Argentina, Brazil, and Chile. Students involved in the Linkage Program focus on a wide range of areas including human rights, constitutional law, international law, and criminal law through participation in classes, meetings with professors, and workshops at universities in Buenos Aires, Santiago, São Paulo, and Rio de Janeiro. In addition, students visit government institutions, meet with national authorities, and work with local NGOs. Students typically live with host families. Students also host their peers from South America for three weeks in February and prepare a program of scheduled activities for them. Professors Cristina Rodriguez, Claire Priest, Daniel Markovits, and Owen Fiss direct the program. For more information, visit the Linkage Program page.

3. Term Funding

The Rhode Fund supports students undertaking pro bono or public interest projects or activities during the academic year. The award subsidizes expenses such as reasonable transportation, lodging, and administrative costs, such as photocopying. The grant of an award and the amount of the award will depend on the number and scope of applications received as well as the funding available in any given year.

There are two formal opportunities for students to submit an application for projects with budgets over $300 – one in the fall and one in the spring. Applications for projects with a budget of less than $300 are accepted on a rolling basis. Interested students should contact CDO Public Interest Director, Norma D’Apolito at norma.dapolito@yale.edu.

4. Postgraduate Fellowships

The Robert L. Bernstein Fellowship in International Human Rights
The Orville H. Schell, Jr. Center for International Human Rights awards Bernstein Fellowships annually to enable two or three graduating students or recent graduates to devote a year to full-time human rights advocacy work. YLS alumni are eligible for the fellowship for five years after graduation. The fellowship carries a stipend of approximately $47,500. For information, see the Bernstein Fellowships page or contact schell.law@yale.edu.

Gruber Fellowship in Global Justice and Women’s Rights
These post-graduate fellowships allow recent graduates (within three years) of Yale graduate and professional schools to spend a year working on issues of relevance to the fields of global justice and/or women’s rights. Placements may be with a host organization anywhere in the world. Funding: $47,500, plus contribution towards health insurance (up to $5,000) and airfare up to $2,000 for international placements. All interested candidates should attend an information session and meet individually as early as possible with Mindy Jane Roseman, Director of the Gruber Program. To schedule a meeting, please contact Aleksandra.Kopacz@yale.edu. Full application details, go to the Gruber Fellowships page.
Heyman Federal Public Service Fellowship Program
The Heyman Fellowships allow recent Yale Law graduates to work closely with high-level leaders in the federal government for one year. Appropriate positions include high-level, substantive work with the sponsoring office, agency, or commission. Positions that are not considered include judicial clerkships, entry-level positions, and work for political campaigns. Two to three fellowships are awarded each year. The fellowship carries a stipend of approximately $47,500 plus health benefits. PLEASE NOTE: As of October 2013, the Department of Defense may not be able to accommodate Heyman Fellows. If you are considering applying for a fellowship with a sponsor in the Department of Defense, please contact CDO Public Interest Director, Norma D’Apolito at (203) 436-2580 or norma.dapolito@yale.edu to discuss your plans. For full application details, go to the YLS Public Interest Fellowships page.

Hillary Rodham Clinton Public Interest Fellowship
The purpose of this fellowship is to encourage and support recent law graduates committed to public service, enabling them to spend one year working full-time with a host organization on behalf of disadvantaged or underrepresented groups. This fellowship is open to graduating law students and recent graduates (last three years) from an accredited U.S. law school. For information, contact CDO Public Interest Director, Norma D’Apolito at (203) 436-2580 or norma.dapolito@yale.edu. For full application details, go to the YLS Public Interest Fellowships page.

The Initiative for Public Interest Law Fellowship
The Initiative for Public Interest Law at Yale provides start-up money for projects that protect the legal rights and interests of inadequately represented groups. The organization attempts to fund up to two one-year fellowships of up to $35,000 to support these projects but may also provide partial grants. The organization raises money to fund innovative public interest projects by young attorneys and graduating law students who may have difficulty obtaining money from traditional funding sources due to the unconventional approach or unique population that their projects will serve. The Initiative’s mission is to fund cutting-edge legal projects whose successful execution has the potential to serve as a model for public interest organizations around the country. For more information, please contact the Initiative at initiativeforpublicinterest@yale.edu. The Initiative especially encourages applications from current YLS 3Ls and YLS alumni. For more information on the Initiative’s grant guidelines and application requirements, please visit the Initiative website.

Arthur Liman Public Interest Fellowship
This fellowship provides funding for a post-graduate year in public interest law, and is open to any graduate of Yale Law School, regardless of year of graduation. Liman Fellowships are awarded for public interest projects to be completed at qualified not-for-profit host organizations. One fellowship, designated as the Resnik-Curtis Fellowship, will be awarded for project proposals in the field of criminal justice. For information, contact Anna Van Cleave (anna.van.cleave@yale.edu), Director of the Liman Center, or visit the Liman Center website for more information. Including the 2018-2019 awards, the Liman Program has provided fellowships to 133 Yale Law School graduates.

Robina Foundation Human Rights Fellowship
The Robina Foundation Fellowships in International Human Rights enable two or three YLS graduates to devote up to a year to full-time human rights work, particularly foreign and international judicial clerkships, internships with international courts and tribunals and inter-governmental or governmental agencies, or independent human rights research. YLS alumni are eligible for the fellowship for five years after graduation. Applicants are encouraged to consult with Hope Metcalf in the Schell Center as they explore project possibilities and prepare their proposals. For information, see the Robina Fellowships page.
**YLS Public Interest Fellowship (YPIF)**
This fellowship program supports recent Yale Law School graduates for one year of full-time public interest work. The proposed plan for the fellowship year must be one of the following: 1) a legal project designed by the applicant in partnership with a sponsoring organization; 2) an existing project with a host organization; 3) a position as a staff attorney at a public interest organization; or 4) an unpaid foreign or international court clerkship or international prosecution internship. The fellowship provides each recipient with a stipend of approximately $47,500. To the extent possible, applicants are encouraged to apply for the other fellowships, including those offered by Yale and by other institutions or foundations. For information, contact CDO Public Interest Director, Norma D’Apolito at (203) 436-2580 or norma.dapolito@yale.edu. For full application details, go to the [YLS Public Interest Fellowships](#) page.

**Yale Law Journal Fellowships (YLJ)**
The *Yale Law Journal* supports three one-year fellowships, which seek to enhance the connections between legal scholarship, practice, and service. The application for the *YLJ* Fellowship tracks the application process and timing for the YPIFs. In addition, the *YLJ* Fellows, after completing their year in public service, publish reflections on their experience in the *Journal*’s online component, the *Forum*. The *YLJ* Fellows receive the same stipend as the YPIFs with an additional $5,000 payment at the end of their fellowship term, in recognition of the additional writing component. For information, contact CDO Public Interest Director, Norma D’Apolito at (203) 436-2580 or norma.dapolito@yale.edu. For full application details, go to the [YLS Public Interest Fellowships](#) page.

The [Public Interest Fellowships](#) site contains additional information on YLS fellowships including deadlines and application requirements. The stipend for Yale 2018-2019 fellowships is $47,500.

### 5. Educational Loan Repayment through COAP

The Career Options Assistance Program (COAP), established in 1989, was one of the first loan forgiveness programs of its kind. Since its inception, it has served as a model for similar programs at law schools across the country. Today, it is one of the most distinctive, generous, and flexible loan forgiveness programs available at any law school. Its goal is to make it easier for our students to take the job of their choice. To that end, COAP participants making less than a set income threshold will not be expected to make contributions toward their law school loans. Those with adjusted incomes above that level will be asked to contribute a portion toward repaying their law school loans, with COAP covering the rest.

When COAP began in 1989, 32 graduates enrolled. In 2017 alone, COAP provided over $5.2 million in loan forgiveness to 429 YLS graduates. To date, COAP has provided over $54 million in loan repayment. This program was originally funded by the general resources of the Law School. However, in order to build an endowment for COAP, alumni are allowed to target gifts to this program.
D. Yale University Funding Programs

1. Summer Funding

Yale University President’s Public Service Fellowship
The fellowship provides expanded opportunities for Yale students to work on behalf of economic development, human development, and neighborhood revitalization with public sector and nonprofit organizations in the City of New Haven during the summer. Stipends range from $5,200 to $7,800 for graduate and professional applicants and are based on experience, degree pending, and weeks worked. For information and for application material, visit the President’s Public Service Fellowship website or email ppsf@yale.edu.

The Coca-Cola World Fund at Yale University
The Coca-Cola World Fund at Yale provides summer travel grants for student projects involving applied research or internships overseas. Projects must focus clearly on the intersection of at least two of the following fields: international law, international business or management, or international affairs and public policy. Grants are supplementary to resources from personal or other sources with a maximum of $6,000 for the summer. Applicants must be current graduate or professional students and must be continuing their studies on campus in the semester following the project. To learn more and to apply, please log in to Yale Grants and Fellowships database. If you have any questions, please contact Julia Muravnik at julia.muravnik@yale.edu or (203) 436-8164.

2. Other Funding

The MacMillan Center provides a number of summer and academic yearlong fellowships for graduate and professional students pursuing international research or studies. For more information, please refer to the MacMillan Center website. Additionally, Julia Muravnik can be contacted with any questions at julia.muravnik@yale.edu or (203) 436-8164.

Yale Grants and Fellowships database provides a comprehensive list of the funding opportunities available at Yale University. For non-Yale opportunities please refer to PSJD (under Resource Center).
CHAPTER 4
PERSONAL PERSPECTIVES ON PUBLIC INTEREST

The best sources of information and advice regarding public interest law are individuals who have experience in the field. Following are personal perspectives from members of the YLS community that provide advice on careers in public service and a more in depth look at several areas of public interest law. Additional narratives that focus on work on Capitol Hill can be found in the Working on Capitol Hill guide; those involving environmental work can be found in the Environmental Law guide; those about the work of U.S. Attorneys and District Attorneys are in the Criminal Prosecution guide; those involving criminal defense work can be found in the Criminal Defense guide, and those about international public service can be found in the International Public Interest Law guide. Narratives from alumni in public interest law firms are found in the Law Firm Practice guide. All of the above guides can be found on the CDO website, under Career Guides & Advice.

A. Faculty Advice

ANIKA SINGH LEMAR
Clinical Associate Professor of Law
Dispelling Myths about Public Interest Work

Myths abounded when, as a law student, I was deep into the summer and post-graduate job hunt processes. In my decade of practicing law before I became a law teacher, I found that many of them were not true. Here are just a few.

Law firms provide better training. False. Whether an institution provides good training has nothing to do with its for-profit or not-for-profit status. Many legal employers rely on immersion to train new lawyers. It’s not a perfect training tool. Wherever you end up working, you should know that your superiors will likely expect you to take primary responsibility for your own training as a practicing lawyer. This is where “self-starter” becomes more than a hackneyed résumé term and, instead, a real requirement for flourishing as a professional.

You cannot move from a public interest organization to a law firm. False. If your credentials are strong and you can demonstrate that you gained experience relevant to the law firm position for which you are applying, you are likely to be a competitive lateral candidate.

You cannot move from a law firm to a public interest career. False. You can make the move to government or to a public interest organization, but make the most of your law firm years. Your experience as a junior associate may not prepare you for the type of responsibility and independence that you will have as a junior or mid-level public interest lawyer. Take on pro bono cases and clients (and don’t rely on your law firm to bring those cases and clients to you). Volunteer for, or serve on the board of, a not-for-profit organization. Choose work that is relevant to the area of public interest law in which you would like to practice. Engage with peers and mentors who can tell you about job opportunities and provide references speaking to your skill as an attorney and your commitment to your preferred area of public interest work.

In general, I encourage you to locate your own passions and pursue them with your whole heart. Try not to worry about keeping all of your options open. If you’re not closing some doors, you’re not entering the right rooms.

2017
Finding a Public Interest Job

Most public interest jobs don’t come looking for you. You have to seek them out. But the rewards are worth the effort.

These jobs provide excellent experience, good training, and job satisfaction. They pay a livable salary and preserve professional mobility. Public interest jobs involve you in people’s lives and give you time to have a life of your own. When you work long nights and weekends (if you work long nights and weekends), it will be because you care about what you do. You often have fun.

Some students know about public service jobs from working with LSO (the YLS clinics). As students, you represent refugees fleeing persecution seeking asylum in the U.S., immigrants seeking to legalize their status in the U.S., workers whose employment rights have been violated, women in abusive relationships, tenants facing eviction, homeowners in foreclosure proceedings, individuals charged with criminal offenses, children in Juvenile Court proceedings, and other low income clients. You can also engage in community economic development transactional legal work. You can continue public interest work after graduation wherever there are legal assistance offices, public defenders, public interest law projects, and government law offices. Or you can start your own practice, doing criminal defense work, family law, or plaintiffs’ personal injury and civil rights work.

Few Yale graduates go into public service jobs. Those who do often aren’t as visible as their classmates in corporate firms and academics. Nonetheless, they are there. When they were students, many of them came to me with questions about where to work after they graduated. They heard that working at corporate law firms preserved their options, but wondered if these were options they wanted to preserve. These students noticed that when graduates chose large law firms to enhance their mobility between the public and private sectors, they rarely moved on. Some students worried about the quality of experience they would receive working in litigation departments with senior attorneys who had little actual courtroom experience.

Many students interested in public interest law chose to work for government departments, legal services organizations and small firms. For example, Jon Alander, now a state court judge, used to run New Haven Legal Assistance. I suggest you talk to him about your own career decisions or work for public service organizations during summers and intensive semesters. LSO hires more than 15 students each summer. In addition, there are plenty of non-litigation jobs for you to do in the public interest. You can incorporate, write by-laws, and identify tax credits for nonprofit organizations. Cliff Kellogg, an LSO alum who became president of community development banks in Chicago and Washington, works with private parties in developing low-cost housing and minority businesses. Like most jobs that are not with large, metropolitan area corporate law firms, these jobs don’t come courting. You have to go looking for them, and we can help you.

2017
B. Alumni Narratives

1. Public Interest Organizations

A. Legal Services

MELISSA S. ADER ’12
Staff Attorney, The Legal Aid Society
New York, NY

I am a staff attorney in The Legal Aid Society’s Employment Law Unit. At LAS, I help low-income New Yorkers with arrest and conviction records enforce New York’s strong laws prohibiting criminal records discrimination in employment. My work at LAS is a continuation of the project I designed as an Equal Justice Works Fellow, sponsored by AIG and Sullivan & Cromwell LLP.

I love my job. My clients are amazing people who fight doggedly to obtain employment in a society that demands perpetual punishment for justice-involved people. Criminal records discrimination is also a fascinating and underdeveloped area of the law; although New York has some of the strongest criminal records laws in the country, the laws are under-enforced. Employers often discriminate against people with criminal records because they are afraid of being sued for negligent hiring. Each time I settle a case or bring litigation, I am not only helping my client obtain justice but am also chipping away at that motivation by putting employers on notice that future discrimination will cost them.

My days are very busy and filled with a diverse set of responsibilities. The bulk of my work involves representing clients who have been illegally denied employment or licensure in administrative proceedings and litigation; most of the claims against private employers settle before we file litigation. I spend approximately 20% of my time advising LAS’s criminal defense attorneys on the employment consequences of particular case dispositions. I also advocate for government agencies to change unfair criminal records policies that hurt large groups of New Yorkers and provide legal trainings to advocates and community members. Although I often respond to urgent requests, my day-to-day life is much less pressured than that of a criminal defense attorney.

LAS is a fantastic place to work. My colleagues are smart and passionate, and attorneys often stay at LAS for their entire career. Although there is a never-ending amount of work, our union has created a culture that promotes work-life balance; most people leave the office around 5:30pm, and there is an organizational awareness that overwork leads to burnout. The organization as a whole is “substance over style”: we care more about actually helping people than about enhancing our statistics or public image. It is also a huge organization, with more than 2000 employees. Although the size has its drawbacks, it allows LAS to provide comprehensive legal services for the complex intersecting issues our clients face.
My suggestions to current law students planning on working long-term in public interest are:

- **Try to intern at places you can imagine working after law school.** It will allow you to figure out which organizations are a good fit and will increase your chances of being hired/sponsored for fellowships by that organization.
- **Seek to work at a unionized organization.** In general, those organizations are more likely to have increased pay, work-life balance, and attorney longevity. Also, they’re more likely to hire their fellows after the conclusion of a fellowship.
- **Don’t go to a firm your 2L summer or after law school (if that’s financially feasible for you).**
- **Talk to as many attorneys in your field as you can when deciding where to apply for internships, fellowships, and jobs.**

---

**KRISTEN LANG ’12**
Attorney Ad Litem, Bay Area Legal Services
Tampa, FL

I came to law school with a purpose, clearly stated in my personal statement and strongly felt in every fiber of my being. I wanted to advocate on behalf of at-risk youth to ensure they had the voice and necessary services to lead a successful and happy life. As a teacher in the South Bronx, I had seen injustice through the eyes of a child: removed from his home, moved out of his community, placed with a caregiver who did not speak his language, prevented from seeing his new baby brother, and completely failed by the system meant to ensure his well-being. It was his story and those of so many other students that led me to apply to YLS.

That passion remained at the fore of my work in law school. I spent two and a half years in the Education Adequacy Clinic, was a member of the Project for Law and Education at Yale, researched issues like the school-to-prison pipeline, and wrote on Head Start and Race to the Top. The diversity and flexibility of YLS afforded me so many incredible opportunities to gain experience and knowledge in the areas I loved.

Yet, in the swirl of “what comes next” anxiety between 2L and 3L year, I began to lose confidence in my purpose. Suddenly, it felt like everyone was either applying to clerkships or working for a firm. It seemed that maybe my best bet was to do what everyone else was doing. No one in my family or among my close friends had gone to law school. I felt I was always learning just a tad too late how things worked—maybe I should be seeking jobs in these fields too. I panicked and made some very half-hearted attempts to pursue these opportunities. Unsurprisingly, and thankfully, these did not pan out. The truth was that the practice of law was never an end to me, only a means; uncoupled from the issues about which I was passionate, it was of minimal interest as a career path.

At the start of my 3L year, I spent a considerable amount of time thinking about what I really wanted to do after law school, speaking with public interest staff, professors, and my friends. Quite quickly, I came back to the beginning. I drafted a fellowship project that melded my passions for education, at-risk children, and equal justice. I literally wrote my dream job and a Yale Public Interest Fellowship funded it.

My host organization was the L. David Shear Children’s Law Center of Bay Area Legal Services, Inc., in my hometown of Tampa. During my fellowship year, I handled a small caseload of about ten child clients in dependency court and worked on a project to increase the number of dependent youth enrolled in high quality early education in my community. As part of this project, I wrote an Early Education Advocacy Manual for our office; trained over one hundred foster and adoptive parents on the importance of quality early education and how to identify programs offering this experience; and created a multidisciplinary
collaborative with the goal of ensuring that all zero- to five-year-old dependent children in Hillsborough County would receive a high quality early education.

I am now one of two full-time Attorneys ad Litem at the CLC, advocating on behalf of about 40 - 45 child clients and overseeing the ongoing work of the High Quality Early Education for Dependent Youth Collaborative. Over the last five years, the collaborative has transformed child welfare, dependency court, and child care practice in our county to realize dependent children’s right to a quality early education. In addition, I continue to present to key stakeholder groups, including legal service attorneys around the state, on the importance of providing quality early education to kids in care. Finally, I serve on Florida's Office of Court Improvement, Dependency Court Improvement Panel, engaging in various statewide efforts to improve dependency court practice.

It has not been a seamless last few years. First, my arrival corresponded with a major turnover of staff in my office of less than five people, leaving little opportunity for formal training or apprenticeship. I have learned on the job—often through error. To that end, I would highly recommend Trial Practice and Evidence if you are interested in working in legal aid. Second, I did not have a confirmed full-time position after the end of my fellowship year until the last minute due to funding difficulties. It is a tough time to be a legal aid attorney in this time of lower interest rates and reduced income from IOLTAs. Luckily, Bay Area was committed to finding a way to keep me on and, to my relief, they did. Finally, the salary has kept me on a budget. However, utilizing COAP and living in a town with a lower cost of living afford me a comfortable lifestyle, giving me ample opportunity to save for retirement.

Overall, I feel incredibly lucky and so grateful to YLS for creating the conditions, both during law school and after graduation, that enabled me to work as a public interest attorney. I love what I do, the clients I serve, and my colleagues. I cannot imagine a career in which I would feel happier or more fulfilled.

2018

EMMA ALPERT ’09
Supervising Attorney, Specialist in Science-Based Allegations
2009-2010 YLS Public Interest Fellow—Intersection of Homelessness and Child Welfare
Brooklyn Defender Services’ Family Defense Practice
Brooklyn, NY

I knew almost nothing about the field of family defense work before I heard about the Brooklyn Family Defense Project, now Brooklyn Defender Services’ Family Defense Practice (BFDP). I was interested in applying for fellowships, and was talking with my clinical professor, Camille Carey, about what I was looking for in a host organization. I told her that I wanted to work in direct legal services with low-income families in New York, that I wanted excellent supervision and supportive co-workers, and that I would prefer if the work was intellectually interesting. The wheels turned in her head for a minute, and finally she asked: “Have you ever heard of the Brooklyn Family Defense Project?”

As I quickly learned, BFDP is a leader in the emerging field of institutional representation of parents who are facing civil charges of abuse or neglect of their children in Family Court and possible removal of their children. In these matters in New York, both the parents and the children have a right to counsel, and in recent years, institutional providers like BFDP have stepped up to provide holistic representation to this very needy client base. Our staff includes not only attorneys but social workers and parent advocates who work with our clients to address the underlying issues that led to each family’s entanglement with the child welfare system. Since BFDP merged with Brooklyn Defender Services in 2013, we have been able to coordinate not only criminal and family defense, but provide immigration and civil legal services to our clients as well.
During my first year at BFDP I was a YLS Public Interest Fellow. My fellowship project was an extension of BFDP’s holistic model—as a fellow specializing in housing issues that affect our clients, I represented a target group of clients who were homeless or in housing crisis whether due to owing back rent or living in poor or overcrowded conditions. I also researched and wrote a resource guide for parents and parent advocates on the various government-administered or private housing assistance programs that are available to struggling families in New York City. When my fellowship year ended, I stayed on as a staff attorney, and in 2014, I became a Senior Staff Attorney and a specialist in medical cases where parents are accused of abuse or neglect under the res ipsa doctrine that certain injuries, when suffered by children, “speak for themselves” to demonstrate abuse or neglect even if no other signs of abuse or neglect are present.

I came up with my YLSPI fellowship project through talking with the supervising attorneys at BFDP about what type of fellowship project would best suit the needs of their clients. Some organizations prefer that fellowship candidates come to them with ideas pre-formed, but when I first met with BFDP, I was pretty open-minded and didn’t want to presume I knew what their clients needed. I had a particular interest in homelessness and housing issues because I had spent my 1L summer working on behalf of homeless families at the Legal Aid Society’s Homeless Rights Project, so my project began to take shape when BFDP let me know that over one third of their client base at that time was homeless or in housing crisis of some kind. I had seen first-hand during my 1L summer how damaging homelessness can be to any family’s stability, and how quickly a family in housing crisis can become involved with child welfare—a relationship that can be positive or very negative depending on the circumstances and the discretion of individual caseworkers.

In New York City, as well as across the country, children living in poverty, and particularly children of color, are disproportionately represented among children in foster care or in danger of being removed. In a shadow report submitted to the International Convention for the Elimination of all Forms of Racial Discrimination (CERD) Committee, the Urban Justice Center (UJC) and collaborating organizations point out that Black and Latino children make up 86% of the children involved with the child welfare system, while representing less than 60% of the general child population.¹ When race is combined with poverty, the likelihood of a family’s involvement with the child welfare system multiplies, even where other factors, such as substance abuse and mental illness, are equally prevalent across race and class lines.

I love my work for many reasons. It combines elements of criminal defense and civil representation, as I am appointed counsel to people accused by the state of wrongdoing, but in the context of civil law and with the specifically traumatic consequence of removal of children. At YLS, I participated in the capital defense, immigration, and domestic violence clinics. I enjoyed the direct services aspect of the immigration and domestic violence clinics, but I also found the subject matter and the high stakes of capital defense work especially compelling. Family defense has all of these elements. The stakes could not be higher when I defend the rights of my clients to keep their families intact rather than watch their children be placed into foster care prior to any fact-finding as to whether they did indeed neglect or abuse their children. The law is also fascinating—because institutional providers have just begun to take on this work in the last decade, there is much room to grow in terms of policy advocacy, bringing appeals, and changing the way the court thinks about neglect and abuse, about parenting, and the effects of racism and cultural misunderstanding on the way that families are perceived. Most of all, I love standing next to the most powerful person in the courtroom—my clients, the parents in these struggling families. They are the people who can best alter the course of the legal case, who can overcome addiction, find jobs and other social supports, attend parenting skills courses, etc. in order to best protect and provide for their children.

My advice: you may not even be aware of the particular pocket of public interest that you will one day discover you love, but that doesn’t mean your law school work in various areas is not preparing you. But if you are interested in family defense, please come intern for us!

2017

EVE STOTLAND '99
Director, The Door’s Legal Services Center
New York, NY

A Typical Work Day at My Dream Job

9 am: I arrive at the “office.” I put that word in quotes because The Door is not a typical law office. We’re a youth development center with five big floors filled with services for people ages 12-21, including an adolescent health center, a drop-in program for runaway and homeless youth, High School Equivalency classes and a charter high school, career and college counseling, and a thriving arts program. The Legal Services Center provides direct representation to Door members in matters such as immigration, family law, and public benefits. Entering the building makes me feel great. Most public high schools (and many public buildings) in NYC have metal detectors, but The Door is much more welcoming. We don’t have metal detectors and our security officer is in plain clothes and looks like one of the staff.

9:00am-12pm: I check my email and voice mail, review my calendar, and plot out priorities for the day. In the morning, most of my staff is in court and many of our clients are in school or at work. So this is precious time for me to tackle projects that require a block of uninterrupted time. There is no normal day, but common morning tasks include writing grant reports and proposals, checking our case flow, reviewing the budget, preparing for audits, and meeting with colleagues in the Finance and Development departments.

12-1pm: I serve on various committees, including the Advisory Council on Immigration Issues in Family Court and the NYC Bar Association’s Committee on Pro Bono and Legal Services. Both meet at lunch time. On other days, I have lunch with our supporters or other key contacts. It’s important for me to foster personal relationships with supporters, legal services directors, and people in a position to help our clients, and sharing a meal is a good way to do this. If I don’t have a lunch meeting, I have a working lunch at my desk.

1-5:30pm: This is the busiest part of the day. Staff, interns, and volunteers come in and out of my office to consult on cases, ask me to sign forms, and to troubleshoot problems. Other Door staff—for example, a case manager from the Homeless and Runaway Youth program—will call up to consult regarding a young person in crisis. Clients call and stop by unannounced. Our receptionist pops in to ask me where to refer a tricky case and how to manage the constant stream of young people seeking services from our tiny office. I run in and out of meetings. The phone rings a lot and my email gets backed up. I try to check my snail mail but sometimes forget.

5:30-9pm: Once a month, I am the Back-Up Manager on Duty for the whole agency. I hang out in Center Space and near the entrance to the building, where young people tend to congregate. I check in with the front desk and crisis staff to find out if there are any “triggers”—young people who have been showing signs of anger and may act out. I walk through the building and check the stairways and quieter corners. The Door serves dinner every night to our members, so I get to have dinner with staff and young people in the cafeteria. The food is delicious and if I’m lucky I score a chocolate milk.
Other nights, I attend events at the Bar Association, fundraisers for our partner organizations, or give a presentation. These activities allow me to show support for my colleagues while promoting awareness of The Door and our work.

If I don’t have an event to attend, I try hard to leave at 5:30 so I can get home by 6:30 to spend a couple of hours with my daughter before she goes to bed at 9. After she goes to sleep, I spend some time catching up on the day’s emails.

As I leave the building at the end of the day, I pass young people hanging out, eating dinner, and taking classes in the dance studio; the perfect reminder that, no matter how challenging my day was, I am in the right place.

2017

TALIA KRAEMER ’12
YLS Public Interest Fellow, Legal Services for Children
San Francisco, CA

I have spent the past year at Legal Services for Children (LSC) in San Francisco as a YLS Public Interest Fellow. LSC is a direct service organization that represents youth under 18 in guardianship, foster care, school expulsion, and immigration cases. When I began my 3L year, I did not expect to work in direct services immediately after law school. Now, I cannot think of a better way to have begun my legal career.

As a 3L, I pursued a variety of job possibilities. I applied to clerkships, considered an offer from a law firm, and explored a range of fellowship placements. In thinking about project areas for a fellowship, child advocacy seemed a natural fit. Before law school, I had worked at an organization dedicated to reforming state foster care systems through impact litigation. That job ignited my passion for child welfare and introduced me to the impossibly complex issues that arise when the state passes judgment about a parent’s ability to safely care for her children and about when intervention might be warranted. I pursued this interest further in law school, representing youth in neglect proceedings with the Advocacy for Children and Youth clinic. As law school drew to a close, I was considering a long-term career in child advocacy. A fellowship seemed like a good way to explore what that career might look like in practice.

I researched both national advocacy groups and legal service offices as possible fellowship host organizations. Ultimately, my clinic professor gave me a crucial piece of advice: to pick the job where I would have the steepest learning curve. This guided me to LSC. At my impact litigation job, I had thought extensively about big-picture policy issues and focused on writing and analysis. I did plenty more of that in law school. Even with my clinic experience, I knew that to really push myself, I now needed to concentrate on working directly with clients. I was not certain—and still am not—how long I would stay in direct services. However, I knew that focusing on individual cases would vastly improve my first-hand understanding of the complexities inherent in child welfare work, providing me with a valuable foundation for any future position in that or a related field.

LSC has indeed been a wonderful first job post-YLS. As planned, I have learned a great deal about representing child clients in a daily law practice (with plenty more to learn). Additionally, because LSC has four practice areas, I have sampled multiple types of law and learned the varying flavor of daily casework in each. For example, I have found that my school expulsion cases—in which I am fighting a school district’s efforts to expel my client from school—are more adversarial, and thus require more negotiation and trial-preparation skills, than my foster care cases—in which I often work collaboratively with social workers and other attorneys to accomplish my client’s goals.
In addition, though LSC focuses on direct services, it also engages in policy work. During my fellowship, I have had the opportunity to develop practice recommendations for representing youth who have experienced trauma and to draft legislation that would ensure fairer procedures for students threatened with school expulsion. In retrospect, this was another significant bonus for my first job after law school: testing out a range of advocacy roles has further broadened my thinking about long-term career options, even as I have focused this year on improving my client-representation skills.

Although I loved thinking and writing about the law at YLS, direct service work has been a terrific way to complement that experience with a greater focus on the law in action. My job reveals to me, on a daily basis, the sometimes-empowering and sometimes-frustrating or even devastating ways that law alternately shapes and bends to the realities of people’s lives. Because I was lucky this year to have a job that allowed me to sample different areas of law and types of advocacy work, this year has also reinforced for me the wealth of “public interest” career options available. As I move on from my fellowship and think about next steps, I look forward to continuing my exploration.

2017

AMY EPPLER-EPSTEIN ’86
Attorney, New Haven Legal Assistance Association
New Haven, CT

It is 9:10 a.m. The “morning rush hour” is over: Rebecca and Sarah have gotten dressed and somewhat washed, eaten breakfast, and gotten on their way to school and daycare, respectively, with their lunches made, their show and tell, the note saying that Rebecca will be taking Bus 3 with Emily today for a play-date after school instead of going to the usual after-school program, the book order for Sarah and the permission slip for the field trip, and I have made it to work at New Haven Legal Assistance more or less on time. Lucky for me, to have a partner who will be picking them up between 5:30 and 6 p.m. and making dinner; and that Steve and I each work four day weeks, leaving a Monday “Daddy Day” and Friday “Mommy Day” that is usually less chaotic, and more child-focused.

My client is on time, too, and we walk over to housing court together, discussing what will happen and our negotiating strategy. The hearing is scheduled for a Motion to Dismiss, raising a technical defect that may or may not succeed in getting the eviction action thrown out of court. But I tell my client, a young Hispanic woman with three children, that we will use the opportunity to meet with one of the “housing specialists,” mediators who try to resolve landlord and tenant disputes before they are heard by the judge. I check to see if she brought along that most effective bit of demonstrative evidence in eviction cases where the tenant is living in deplorable conditions. Yes, she has a plastic bag containing a few dead mice that she collected from traps in her apartment over the past week. I’m pleased: I usually suggest collecting such physical evidence, but clients don’t often follow through. We agree on what we will ask for in negotiations: a waiver of all rental arrearages due to the poor conditions, a timetable for completion of the repairs and a list of what is needed, and payment of rent once the repairs are completed.

In court, we check in with the clerk, and then start negotiating in the hallway. The plaintiff’s attorney is one of my regular adversaries, and one of the most skillful landlords’ attorneys in housing court. We spar for a while, both remaining stubborn in our positions, and eventually get called to meet with the housing specialist. I make a point of showing the housing specialist, the plaintiff and his lawyer the dead mice, and leaving the plastic bag containing them on the table, in plain view, throughout the negotiations. The housing specialist meets with us together, then separately, and eventually we work out an agreement that is relatively close to our initial proposal. We enter it before the judge and it becomes an order of the court; and I tell my client she can now throw out the mice: they have served their purpose.
Back in the office, there’s a pile of phone messages, and a fax from the legal services Resource Center in Hartford that coordinates statewide legislative advocacy. The fax gives me the information about the press conference announcing our efforts to increase the state Rental Assistance Program that provides housing subsidies for poor people. I follow up on the mailing I did last week, and call a few different organizations to see if we can add them to the list of endorsers of our proposal. I speak with a local group of welfare moms, coordinate rides to the Capitol for the press conference, and discuss which of their members might be interested in speaking to the press, and what they might talk about.

I return a phone message from a client, and learn that her refrigerator still has not been fixed as promised. In between bites of the sandwich that I brought from home, I call the landlord’s attorney and threaten to file a motion in court that afternoon if the problem isn’t remedied, and tell my client to get back to me to let me know what happens.

Then I get a buzz from Mary, downstairs, who has an emergency: a tenant with an “execution,” the papers from the sheriff saying he is coming to put her out the day after tomorrow. I meet with her, and it turns out that she has a good defense, and grounds for me to go into court and get an injunction . . . if I had the two or three hours necessary to get the court papers together. I call the landlord, who is pro se, and after some fairly nasty name calling by him, we manage to work out an agreement without me having to go file an injunction. He agrees to give her a few more weeks, after which she plans to move out of state.

The unexpected emergency means I will not get a chance to work on the interrogatories in the federal lawsuit I’m working on with our litigation director. It’s a great civil rights case against a very white suburb of New Haven that is trying with all its might to keep out public housing for poor people, clearly based on racist and class stereotypes of not wanting “those people” from Bridgeport and New Haven to move into their town. I’ll have to make sure to work on that before the phone starts ringing tomorrow morning. For now, my 3 p.m. appointment is waiting: a woman whose child has lead poisoning and lead paint has been found in her apartment. We talk, and discuss her various options ranging from negotiating with or maybe suing her landlord to make repairs, to referrals to a private attorney for a personal injury suit, to the resources available to help her move. She decides she needs a few days to think about what we’ve discussed, and agrees to call me by the end of the week.

I return the call from the Housing Authority legal office. They re-inspected my elderly client’s apartment, and she has so many things accumulated that the fire marshal has cited her for creating a fire hazard. She is a collector, and travels the streets with a shopping cart, bringing back to her efficiency apartment all that she collects. The last time she was at my office, she took one of our old phone books that was in the pile to be recycled. I have spoken with her about getting someone to assist her in cleaning out her collections of paper, cardboard, and who knows what else, and she has refused. I even spent an afternoon at her apartment myself, hauling out trash along with a friend of hers from the soup kitchen. The friend reported that she brought a lot of it back in after we left. I am faced with the dilemma: if I abide by her wishes and do not get her assistance to help her clean her apartment, she may not be able to adequately clean it up herself, and could very well be evicted. On her limited income, with the loss of her subsidized housing and with no family and few friends, she might well end up homeless. But if she is mentally competent to make her own decisions, as I think she is, I have to do what she wants, even if I think it may not be in her own best interest. Since she has no phone, I send her a letter, setting up an appointment to meet with her and make sure she fully understands the possible consequences of her decision not to get help in cleaning up her apartment.

It’s 5:30 p.m. now, as I wrap things up. I send an email to my colleagues to tell them I won’t be in the office until 10:30 a.m. or so, because I have a Board of Director’s meeting for the New Haven Homeless Resource Center. Last night, I was off to testify at the New Haven Board of Alders hearing about an anti-panhandling ordinance. Tonight, I’m off to co-facilitate a weekly support group for women in situations
of domestic violence. I’ll have to leave early, to make it to Rebecca and Sarah’s Suzuki piano recital. As usual, I’m running a little bit late . . . as is the case every day, there’s always more work to be done than I can do, and more clients than we can ever possibly hope to help, particularly with all the cuts legal services have faced in the past years. But I wouldn’t trade my job for any job in the world! The freedom, and variety, to work on individual cases, class action impact litigation, legislative advocacy, collaboration with community groups, and to work with and for low income people in their struggles for social justice and for representation in the legal system . . . few other jobs can compare!

2018

B. Other

JESSICA SAGER ’99
Co-Founder and Chief Executive Officer, All Our Kin
New Haven, CT

I am the co-founder and chief executive officer of All Our Kin, a nonprofit that trains, supports, and sustains community child care providers to ensure that children and families have the foundation they need to succeed in school and in life. Through our programs, child care professionals succeed as business owners; working parents find stable, high-quality care for their children; and children gain an educational foundation that lays the groundwork for achievement in school and beyond.

In 1999, All Our Kin first opened its doors in a dilapidated New Haven housing project with two staff members—myself and my friend Janna Wagner, a graduate of the Harvard School of Education—along with six mothers and six children. At the time, recent changes in federal welfare law were forcing many parents with small children to choose between economic survival and their children’s safety and healthy development, in part because they could neither find nor afford high-quality child care. Our mission was simple: Create a child care collaborative in which a select number of these parents learned to become high-quality accredited early childhood educators themselves. Soon, we expanded our mission to bring training and business support to a network of family child care providers—people in the business of caring for other parents’ young children out of their own homes.

When All Our Kin began, we had a donated space, and donated toys, furniture, and equipment. I had some funding thanks to Yale Law School’s Arthur Liman Fellowship. A tiny amount of additional grant funding covered the salary of my co-founder, Janna Wagner. In those early years, Janna focused on the education, and I did everything else: drafting budgets, writing grant applications, soliciting donations, building a board of directors, mediating conflicts, advocating on behalf of parents to government agency bureaucrats, cleaning and disinfecting the child care space—the list goes on. Slowly, our budget grew, we hired more staff, and I learned more about managing payrolls and people.

For nearly ten years nobody cared very much about All Our Kin—except, of course, the women and children that we served. Janna and I carried on, training parents and providers, helping women build small businesses, trying to ensure that children were receiving the high-quality early learning experiences they deserved. I spoke passionately about the importance of early care and education to those few people who cared, and we existed in a tiny, marginalized corner.

And then, the economy changed. All of a sudden, All Our Kin wasn’t an early care and education program; it was a workforce development program, creating microbusinesses in low-income communities, and giving parents vital work supports. Today, All Our Kin has become a model and resource for others seeking to build family child care capacity and quality. We work directly with over 400 parents and educators, serving over 2,400 children, in cities across Connecticut and in our newest site in the Bronx. We have begun building capacity to raise the quality of family child care in other
communities by providing training in All Our Kin’s model and best practices to agencies across the United States. And we are working to shift the national conversation around early care and education to recognize and support family child care. We want to change the way that we as a country think about child care: how we value it, how we recompense those who provide it, and how we make it accessible to all families.

Throughout, my lawyer training has made a difference. I could master a complex set of applicable federal and State statutes and regulations. And, as an advocate for the people we served, I could command the attention and respect of the powerful in a way that they could not do on their own.

For a lawyer, I took a relatively unusual and uncharted career path. In hindsight, this path is not for the risk-averse or the faint of heart. It’s certainly not the way to financial plenitude. But for me, it is one of the best decisions I have ever made.

2018

WALTER M. WEBER ’84
Senior Counsel, American Center for Law and Justice
Annandale, VA

The American Center for Law and Justice (ACLJ) is a pro-life, pro-liberty, pro-family public interest organization. My particular work focuses principally on the free speech and religion clauses of the First Amendment, plus miscellaneous cases that can be more difficult to categorize. My practice focuses on appellate litigation, especially in the Supreme Court. Representative prior cases would address such questions as the rights of believers to equal access to government facilities or programs for purposes of expression from a religious viewpoint, the right to protest outside abortion facilities, and the applicability of various federal statutes to nonviolent pro-life sit-ins. Our office also litigated the case of *Pleasant Grove City v. Summum* in the Supreme Court, which involved a city’s right, as a matter of “government speech,” to select which monuments to display on city property. More recently I handled a multi-million dollar False Claims Act case against Planned Parenthood (PP) in California predicated upon PP’s illegal overbilling of taxpayers.

The ACLJ handles cases across the nation, so my work requires litigation in a variety of state and federal fora. Balanced against the potential disadvantage of being an out-of-towner is the advantage of acquired expertise in the First Amendment area.

Litigation assignments come in waves, so there is no typical day in my work. As a briefing deadline approaches, I bury myself in legal research, drafting, and editing. When an oral argument approaches, I burrow into the case file and run through practice arguments. In between such projects, I assist other attorneys with editing of their briefs and participate in strategy meetings. For several years I also taught First Amendment Law as an adjunct law professor.

Can I imagine a better job for me? I get to work on issues I believe in, represent inspiring clients, team up with wonderful people, and deal with fascinating subject matter. After more than three decades of litigation in this field, I’m ready for more!

2018
While I was at YLS, I wasn’t sure exactly what I wanted to do “when I grew up” but I did know two things: a) I was committed to working in the nonprofit sector and b) I was not cut out to be a litigator. After my second year, I spent time working as a summer associate in the Tax Exempt Organizations practice group of a major law firm in Seattle, and really enjoyed the issues that were involved and the clients that I got to work with there. In between graduation and returning to Seattle, I clerked for the Chief Justice of the Supreme Court of New Jersey (which was an incredible experience!) and then took a year to “sow my wild oats” with a fellowship in New York City. The fellowship, through the National Center on Philanthropy and the Law, placed new law school graduates for one year in-house in the counsel’s office of the Vera Institute of Justice, an organization that works with government to develop innovative solutions to problems in the administration of criminal and juvenile justice.

The thought had been that working in-house at Vera would give me a better perspective on the issues that were truly important to the clients I’d eventually be working with at the firm. Little did I know that I would find my calling. Through my work at Vera, I learned that I really enjoyed in-house counsel work! There is something unique and special (and challenging!) about having that day-to-day familiarity with your one client; you’re uniquely positioned to provide legal advice in a nuanced and holistic way. While I went back to the firm after my fellowship year, I really struggled with the difficulties in trying to fully represent the interests of my nonprofit clients, many of whom didn’t have access to other legal counsel. After all, they were paying me (or my firm was deploying me as a pro bono resource) to look only at the narrow legal issues in front of me, which was much different from being fully enmeshed in the range of interconnected issues that I had been dealing with during my fellowship. As it turns out, when my one-year commitment to the firm was over, Vera was looking for a new Assistant General Counsel, so I moved back across the country to begin the work that would become my vocation.

I spent a total of about five years at Vera when I decided that I wanted to move to an organization whose mission was closer to my heart and where I felt like I could make more of a difference. I found the perfect fit at the American Society for the Prevention of Cruelty to Animals (ASPCA), where I have been for the past seven years. I was initially hired as the Vice President and Corporate Counsel, and now hold the position of Senior Vice President and Chief Legal Officer. In the course of my everyday work I deal with a wide range of issues that run the gamut from direct animal care and sheltering issues, to those directly implicated by our tax exempt status (like lobbying and other nonprofit tax restrictions), to the everyday issues that every business of our size faces (picture lots of employment law and lots of contracts!). I have been granted the exceptional opportunity here to build my own legal department, so I now have a staff of seven attorneys, and of course the ability to wander down to a colleague’s office to snuggle with an “office foster” cat or to give belly rubs to a visiting dog when things get stressful is always a nice collateral benefit.

I couldn’t imagine a better fit for me. The work I do every day really makes a difference in the lives of animals, and I enjoy the pace and the variety, as well as the challenges, involved in managing an in-house law department. Not every nonprofit organization has the resources to be able to hire in-house counsel, but it is such an incredible privilege to be in a place that’s intellectually engaging as well as personally fulfilling.

2017
ROGER CLEGG ’81
President and General Counsel, Center for Equal Opportunity
Falls Church, VA

I have worked at the Center for Equal Opportunity, a conservative think tank in Washington, DC, since 1997. I graduated from Yale Law School in 1981, clerked on the DC Circuit, served in the U.S. Justice Department from 1982-1993 at a number of different jobs, and then worked at another think tank for four years before coming here.

I love my job. I read, write, and speak on civil rights issues. The writing is sometimes proactive and sometimes reactive. I am a contributing editor to National Review Online, for years had a bimonthly column in The Legal Times, write articles and op-eds for various publications, and send many letters to the editor and post online comments responding to what others have written. I am frequently invited to participate in debates, panels, radio call-in shows, and so forth.

We also contact private and public entities we believe to be violating the civil rights laws and try to persuade them to change those policies; when they don’t, we will file administrative complaints or otherwise bring the matter to the attention of the government and the public. Frequently, I will write, or help write, an amicus brief; or comment on a brief being drafted by a party; or give some informal legal advice. I help edit other people’s work from time to time, too. I frequently testify before Congress or the Commission on Civil Rights. Sometimes my work is more heavily and technically legal; other times it is more about policy than law. My hours are not short, but I have a lot of control over them, and it’s easy to take work home with me. There is not a lot of travel involved; occasionally I’ll go to another city for a speech or debate. The best things about my job are that I really believe in what I’m doing, and that I enjoy reading, writing and talking about the legal and policy issues raised by civil rights laws.

I wanted to contribute to Yale’s guide because I suspect that most of those writing for it have a left-of-center perspective. I don’t, but have still found my public service work to be enormously rewarding.

2017

JUDITH SANDALOW ’90
Executive Director, Children’s Law Center
Washington, DC

I went to Yale Law School assuming I would have a career advancing a feminist cause, such as reproductive freedom or lesbian rights. During my first year of law school I participated in the prison clinic. I had the good fortune to represent several clients seeking parole and to argue a matter in federal court. I had the good fortune to represent several clients seeking parole and to argue a matter in federal court.

The experience opened my eyes to the harsh conditions of the American penal system and the dramatic overrepresentation of poor, African American men. It also gave me a taste of the excitement of being a trial attorney.

I married my new-found passion for prison reform with my love of the courtroom by becoming a public defender. My first job after law school, as a fellow in the Georgetown University Law Center’s Juvenile Justice Clinic, provided excellent training and introduced me to the special needs of low-income teenagers. I had my heart set on joining the Public Defender Service for the District of Columbia, but the admiration was not mutual. Little did I know that not getting the job of my dreams would, in time, lead me to the best job I could ever have. When PDS declined to hire me, I opened a solo practice as a court-appointed lawyer for indigent defendants. Being without the structure of an organization required me to seek my own mentors and ongoing training. But, never lacking in self-confidence or assertiveness, I was.
able to build a network of colleagues and mentors that allowed me to provide high quality representation to defendants with increasingly complex criminal charges.

After nearly a decade of practice, I gave up trial work so that I could parent my sons, who had come to me through the foster care system and needed intensive parenting to help them heal from the years of neglect and abuse they had suffered. After a few years in a rewarding, but less taxing, position monitoring the DC prison system for the federal court as part of a series of class action lawsuits, I was recruited to run Children’s Law Center. At the time, Children’s Law Center had three lawyers. My experience as a foster parent of children with significant special education needs coupled with my expertise as a poverty lawyer in the local courts made me a good fit. My lack of fundraising, management or financial training, however, put me at a distinct disadvantage. I spent the first years learning skills I never believed I would have to master—building budgets and cash flow statements, understanding audit and accounting principles, fundraising and staff management.

Today, Children’s Law Center is the largest legal services organization in the District of Columbia. We served 5,500 children and families last year alone. We have 100 full-time staff and work with hundreds of pro bono lawyers from area law firms (including many YLS alumni). Our mission is to provide DC children with a solid foundation of family, health and education by providing free, legal services to at-risk children and their families. We use the knowledge we gain from representing our individual clients to advocate for changes in the law and its implement.

The clinical faculty at Yale Law School and the Georgetown University Law Center taught me that my indigent clients deserved the same high quality representation that IBM or Coca Cola buys. To accomplish this, Children’s Law Center hires the best lawyers, keeps caseloads low, and provides the intensive training and supervision to make sure that they can succeed in giving their young clients the very best representation money can’t buy.

When I started law school I never imagined I would run a large, children’s legal services organization. Even two jobs and a decade later I could not have seen where my life would lead. Each step of the way, however, I made sure to do work which I found rewarding and meaningful. If there is any lesson to be drawn from my personal story it is to do what you believe is right and to do it with all the talent and skill you have.

2018

JONATHAN SMITH ’12
Senior Associate Attorney, Earthjustice
New York, NY

I am very happy and lucky to be able to pursue public interest law—specifically, environmental law—at Earthjustice. My goal coming out of law school was to work at an environmental nonprofit, and my experience at the nonprofit has met my ideals so far. The issue areas are always engaging and interesting, and I feel a commitment to the work that I doubt I would feel at another law job not in the public interest; my colleagues are incredibly smart and strategic; I am constantly learning how to be a better lawyer from the other lawyers on staff, and how to think about broader issues from our communications and policy staff; and work-life balance is achievable and encouraged. There is no expectation of needless face time or immediate responses to midnight emails.

The path to my current job was not easy. My 3L year of law school, I stubbornly applied to jobs in public interest environmental law or related issues only—so no law firms and, initially, no clerkships. I did not have much success with that, so started to apply for clerkships late into the school year, after most judges
had their clerkships filled. It was only in September after graduation that I was able to secure a position: an unpaid, 6-month legal fellowship at a nonprofit followed by a yearlong clerkship in my hometown. If I could do it over again, I would have applied for clerkships from the start—while I initially avoided clerkships because I wanted something more focused on environmental law, I found the clerkship to be an invaluable experience. Every day was a new case, a new motion, a new legal issue to analyze and a new opportunity for legal writing practice. And I ended up enjoying the breadth of issue areas, even if I did not eventually find an area that I wanted to pursue instead of environmental law. I made friendships with my co-clerks that continue to this day. Plus, the value that employers place on clerkship experience should not be understated.

In my experience, it seems that public interest employers prioritize pure legal writing/analytical skills, but having experience in the specific issue area can help give a leg-up in the hiring process. In that regard, trying to break into a new substantive area of law may be a challenge, and it’s important to highlight how your work or law school experience would be applicable to the new organization.

2017

LEWIS BOLLARD ’13
Farm Animal Welfare Program Officer, The Open Philanthropy Project
Washington, DC

I came to Yale with a mission to tackle the suffering of animals in factory farming. In my new role at the Open Philanthropy Project, I identify funding opportunities that could make a big difference in reducing animal suffering. For instance, our first set of grants supported the campaigns that drove almost all US fast food chains and retailers, from McDonald’s to Walmart, to pledge to stop buying eggs from caged hens. I previously worked at the Humane Society of the United States (HSUS) for two years—the first on an Equal Justice Works fellowship, the second as a policy advisor to the CEO.

For students considering a career in animal law, I recommend finding a fellowship to work at the HSUS or another major animal group, since these groups typically don’t advertise entry level positions, and these groups are the best way to get involved in animal law. I also recommend thinking about the non-law roles you could take within the animal protection movement.

The most valuable skills and attributes for both of the roles I’ve performed are (1) a passion for animal protection, (2) good writing and communication skills, and (3) good analytical skills. Everything else is pretty secondary. Experience at a clerkship or law firm may be useful, but is far from necessary.

The most rewarding thing about the work I do is knowing that we are making a real difference in relieving the suffering of animals. The challenges are primarily dealing with the cruelty that we have to confront every day, and dealing with the entrenched industries that seek not only to obstruct us, but to malign and attack us too.

Overall, I’m incredibly happy that I’ve gone down this path. I’m also happy to talk with anyone who is passionate about animal protection or factory farming issues. We need talented people like you to end the abuse of animals.

2017
RAY BRESCEA '92
Professor of Law, Albany Law School
Formerly: Associate Director, Urban Justice Center
New York, NY

My most recent position in practice was as Associate Director of the Urban Justice Center, where I directed the Community Development Project (CDP) of that agency, since the founding of that project in 2001. The CDP provides legal services and technical assistance to grassroots groups from across New York City in the areas of workers’ rights, tenant rights and low-income housing development, civil rights, economic development, and environmental justice. It strives to provide its client groups with holistic advocacy services, including litigation support, transactional assistance, policy research support and applied social science capabilities.

As director of the CDP, I was responsible for all activities of the project, from fundraising to staff supervision. CDP staff attorneys come from various backgrounds, not only from strict public interest pedigrees but also private firm experience with significant pro bono service. When hiring, CDP looks for significant commitment to public interest service and a sensibility to working with community-based organizations, either through volunteer efforts within such groups, or the provision of assistance to such groups from a professional capacity.

To describe my career trajectory, I would have to trace my start from my volunteer efforts with the homeless population in New York City while in college in the 1980s. I volunteered at soup kitchens and shelters and when I decided to go to law school, I knew that I wanted to work with the homeless, providing legal services to help prevent homelessness and to assist those already homeless to stabilize their lives, to the extent that is possible, through the provision of legal assistance.

When in law school, I was fortunate enough to be a part of what was then called the Homelessness Clinic. Through this clinic, law students staffed walk-up tables that guests at local soup kitchens could attend for legal advice and assistance. I found this experience invaluable in terms of exposing me to the types of legal needs the homeless population of New Haven had. At the same time, I felt that the work was somewhat unsatisfying because in many instances the work we would do was not responding to the critical needs the client had: i.e., for housing and a steady income. I also felt that the work was fairly atomized and isolating; that one was not able to make systemic changes to the injustice of homelessness when working on securing the basics of survival for individual clients.

My path then led me to try to work on housing issues more broadly and to seek out opportunities to assist groups of low-income tenants, in an effort to prevent homelessness and housing instability. I was lucky enough to receive a Skadden Fellowship to work with tenant associations in Upper Manhattan as an attorney with the Community Law Offices of the Legal Aid Society of New York. There I worked with tenant associations to combat landlord abandonment and harassment of tenants and to secure desperately needed repairs. I felt at the time that these services were critical to combating homelessness, so this work became more satisfying than the “band-aid” approach I had been taking in my clinic work. In addition, I saw the work with such grassroots groups as local tenant associations as critical to bringing about social justice and lasting social change.

I outlived my two-year Skadden Fellowship and stayed on for two more years (with a year of clerking in the Southern District for the Honorable Constance Baker Motley in between my third and fourth years at Legal Aid). After four years total at Legal Aid, I felt, similar to my initial feelings when serving the homeless, that the housing work was limiting, and that my clients and the communities I was serving needed more issues addressed than simply housing issues: e.g., issues of economic development, workers’ rights and environmental justice, to name just a few.
Looking for a more holistic approach to working with community-based organizations, one that would allow me to do more with my clients than simply address housing issues, I took a job with New Haven Legal Assistance Association (NHLAA), with the focus on providing legal services to grassroots community groups throughout the New Haven region in the area of economic development. I was grateful for the opportunity to expand the subject areas of my work, and was able to do some of this work in a relatively short period of time while at Legal Assistance, but for personal/family reasons, I relocated to New York City after roughly a year at NHLAA.

I returned to New York to take a position at the Urban Justice Center’s Mental Health Project (MHP), which provides legal and social work services to New Yorkers with psychiatric disabilities. My experiences in the Homelessness Clinic at Yale were invaluable in this endeavor. I was the project director of the MHP and, while there, learned critical supervisory and fundraising skills, which both serve me well in my current position. After three years as project director of the MHP, I wanted to get back to the type of work I found to be most rewarding: that which I had started at Legal Aid and continued at NHLAA working with community-based organizations.

In the fall of 2001, the UJC was able to secure two Skadden Fellows to work in the newly formed Community Development Project and then additional funding came in soon thereafter that allowed us to bring on more staff and serve our current capacity, which is about 50 community-based organizations from across New York City. In many ways, my position as project director of the Community Development Project was my dream job, but I could not have come to it had I not had the broad public interest experiences I had had, dating back to my clinic days at the Law School. For example, I would spend a significant amount of time fundraising, which is a particular skill and one which law schools simply do not teach you, yet it is one that is particularly valuable in the current legal services environment and which I learned while the project director at the MHP.

Starting in the fall of 2007, I joined the faculty of Albany Law School as a Visiting Professor, after 15 years of public interest work. I received tenure in the spring of 2015. Informed by my practice, I teach in the areas of Civil Procedure, Legal Ethics, and Poverty Law. Through my scholarship, I have researched both the legal aspects of the financial crisis, as well as themes that arise in lawyering for social change. I was fortunate enough to receive the opportunity to serve as Visiting Associate Clinical Professor of Law for the 2011-2012 academic year at Yale.

From my own experience, and from the experience being a public interest employer, I think the most important advice I can give to students is to try their best to get exposed to many different public interest settings, both during their summers and during the academic year while in law school. Most public interest employers are going to look for a clear commitment to public interest work, no doubt, but it is only through students exposing themselves to different work settings will they find out what setting is most appropriate for them. The UJC is a very relaxed place, without many levels of supervision, and with a real entrepreneurial spirit. I feel that I flourished there but I do not believe it is the right setting for everyone. Students should try to see how they respond in many different settings: large legal services offices, government offices, small grassroots organizations, impact litigation shops, etc., depending on what types of work they want to do. They should then talk to the folks at the places they want to work to determine the best career path that would get them hired in those offices.

2018
2. Government

a. Federal

DAVID KENNEDY ’97
Civil Rights Co-Chief, U.S. Attorney’s Office
Southern District of New York

I graduated from Yale in 1997. When the judge who originally hired me as a law clerk abruptly resigned from the bench, I became a Public Interest Law Fellow at the Alliance for Justice in Washington, DC, then returned to New York and clerked for the Honorable Kimba M. Wood in the Southern District of New York, then the Honorable Wilfred Feinberg on the Court of Appeals for the Second Circuit. I became an Assistant U.S. Attorney in the Southern District of New York, Civil Division, in September 2000.

Every former AUSA tells you that it’s the best job you will ever have. I can’t say for certain whether that’s true, because my legal career is only a decade long and I had two wonderful clerkships with two judges who were both kind and brilliant, but it’s hard to imagine a better job than being an AUSA. The work is demanding, and tests your ability to juggle lots of different cases, but it is very rewarding. It is a public interest job in the best sense, in that the guiding principle of our work is to do the right thing.

New attorneys in the Civil Division ordinarily begin with defensive cases, including Bivens actions, typically suits brought by criminals against the agents who arrested them; tort suits, often postal truck fender-benders; Title VII cases, involving claims of discrimination by federal employees; and simple bankruptcy cases, usually objections by a debtor to the claims of the IRS. These are not glamorous cases (although I handled one Title VII case where the plaintiff was featured in many newspapers, magazines, and on TV), but learning opportunities to write briefs, engage in discovery, take depositions, litigate motions, negotiate settlements, argue appeals, and use your judgment to achieve the right result. Even in these early days, however, AUSAs are assigned a wide range of affirmative matters. In my first year in the office, I was assigned an affirmative civil rights investigation of an employment discrimination claim, two Americans with Disabilities Act (ADA) investigations, and a defense of the constitutionality of the amended Hatch Act, the statute prohibiting on-the-job political activity by federal employees. That case led to three lengthy oral arguments before the Second Circuit, and ultimately, a successful appeal and a favorable opinion on a case of first impression.

I am now nearly eighteen years at the office, and the work is still challenging and fulfilling, and never dull. As Civil Rights Co-Chief, I supervise the work of about 30 attorneys who work, to varying degrees, on civil rights cases. Our recent civil rights cases since 2007 include, among many others, 1) an investigation of Rikers Island and litigation addressing its violation of the rights of juvenile inmates; 2) settlements with the Metropolitan Opera, Madison Square Garden, and the new Yankee Stadium to require them to provide accessible facilities under the Americans with Disabilities Act; 3) a lengthy litigation and trial against a city agency that had never hired a woman as a bridge painter, a well-paying blue collar job; as a result of the suit the city’s hiring practices were ordered changed, each woman who suffered discrimination received a quarter million dollar award, and the first woman bridge painter was hired; 4) a Voting Rights Act lawsuit against the Village of Port Chester for using an at-large system of election that discriminates against Hispanic voters, leading to the elimination of the at-large system and the introduction of cumulative voting and early voting, for the first time in the history of New York State; 5) several criminal civil rights cases against corrections officers or police officers for using excessive force against inmates or arrestees; 6) the first prosecution and guilty verdict in the district against individuals blocking entrances to family planning clinics, under the Freedom of Access to Clinic Entrances Act; 7) a series of Fair Housing Act lawsuits against newly designed and constructed...
apartments buildings that are not adaptable for people with disabilities; 8) a group of lawsuits against
New York City agencies for denying employment opportunities and pension benefits to veterans, in
violation of the Uniformed Services Employment and Reemployment Relief Act; and 9) a lawsuit against
the Village of Suffern under the Religious Land Use and Institutionalized Persons Act for refusing to
allow Orthodox Jews to operate a Shabbos House across the street from a hospital, so that observant Jews
can visit sick loved ones without violating Shabbos rules. The only down side about being a supervisor is
that while I was in court about once or twice a week (sometimes once or twice a day) as a line AUSA,
that has now diminished to only about twice a month.

Some graduates contemplating a public service career might be dissuaded by the fact that I probably made
only half or a third of what I’d be making at a big law firm. Now that I’ve reached my salary cap, I’m
probably making an even smaller percentage than that. It is not always easy to raise a family (my wife and
I have two boys) in New York City on a government salary. On the other hand, the government is a
flexible, family-friendly workplace; I can be home to be with my kids almost every night before turning
to work I’ve brought home. As an added plus, now that they are older, they understand, appreciate, and
respect what I do. In any event, you didn’t go to Yale Law School to entrap yourself doing meaningless
drudgery for the highest bidder.

I am one of the people who interviews applicants for AUSA positions, and I am constantly amazed at how
attorneys I interview have had so few litigation opportunities. Applicants often proudly claim that in their
years at the firm they took or defended a few depositions, had an oral argument, or wrote an appeal brief,
all things we do about once a month. This is not to say, however, that lack of litigation experience should
dissuade you from applying. In the past few years, the office has hired many relatively newly minted Yale
graduates with some additional experience (such as a post-college, pre-law school degree) and/or district
court and/or circuit clerkships. One thing that probably helped my application was that I interned for the
Civil Division between second and third year of law school.

In sum, the best part of being an AUSA is not constantly being in court, pursuing a wide variety of cases,
or working alongside your fellow conscientious, sharp, and funny colleagues. These are all collateral
benefits. The best part is that your job is to do the right thing, and nothing can compare to that.

2017

SANDHYA IYER ’96
General Counsel, Dartmouth College, Hanover, NH
Formerly: Vice President, General Counsel and Secretary, Oberlin College
Oberlin, OH
Formerly: Chief Attorney, U.S. Department of Education, Office for Civil Rights

I arrived at Yale as a second-year student, having made a difficult but—for me—necessary decision to
transfer from Harvard after my first year. Yale beckoned to me largely because of its institutional
commitment to public interest law, reflected in everything from the breadth of its loan forgiveness
program to the considerable ranks of alumni in public interest fields. Since graduating from Yale, I’ve
been the grateful beneficiary of those resources on many occasions. Whenever I’ve thought about
changing careers, my first call—and, more recently, my first Internet search—has been to the YLS Career
Connections network. I’m invariably astounded at how generous and forthcoming my fellow alumni have
been in sharing their time and advice. In forging my own career path, I’ve sought to fulfill my passion for
civil rights advocacy while looking for chances to build skill sets that transfer smoothly between work
environments. At the same time, I’ve tried to regard the setbacks I’ve encountered as learning
opportunities.
For instance, when I graduated from Yale, I planned to take the bar exam, clerk for a judge on the Third Circuit, and apply for a position with the Honors Program in the Civil Rights Division of the U.S. Department of Justice. However, a month after I graduated, I learned that the judge for whom I was planning to start clerking that fall had decided to resign. I immediately called the Career Development Office and virtually all of my classmates and professors and spent the next six weeks alternating between studying for the bar exam and conducting an intense job search. Eventually, I returned to Ropes & Gray, the Boston law firm where I’d spent part of my summer after my second year of law school before interning at the Justice Department, because of the firm’s dedication to training young lawyers and its commitment to pro bono service. Soon after I began working at the firm, I accepted an offer of a clerkship with a newly confirmed judge from Montana on the Ninth Circuit, Judge Sidney Thomas, to begin the following year. I accepted the clerkship and spent a year at Ropes & Gray learning valuable litigation skills and participating in pro bono cases dealing with asylum and limited English proficiency issues.

During my clerkship the following year, I gained exposure to a broad range of complex federal legal issues under the tutelage of Judge Thomas, an extraordinary and patient teacher, while living in a place whose beauty I, who had grown up on the East Coast, could never have imagined. Thus, despite my initial reversal of fortune, I came to believe that the training I received in these two positions—on their face, both only tangentially connected to civil rights—set me in good stead for a career in civil rights law. In another example of an impediment that ultimately became an asset, during my clerkship, I found out that my year at the law firm made me ineligible to apply to the Justice Department’s Honors Program. Building on my background as an undergraduate women’s studies major and my work on feminist jurisprudence during law school, I decided to apply to the Georgetown Women’s Law and Public Policy Fellowship Program. This fellowship program, one of many offered through Georgetown, placed multiple recent law school graduates each year with nonprofit organizations and government agencies around Washington, DC.

As a neophyte in the DC political world, I loved the idea of being part of a network of women’s rights advocates, all learning about different but related aspects of advocacy at the federal level. Luckily, I was successful in my application and I went to work for the National Partnership for Women & Families (formerly the Women’s Legal Defense Fund). The National Partnership had led the effort to enact the Family and Medical Leave Act, which President Clinton signed into law in 1993. Because the Act only guaranteed unpaid leave and only applied to workers in certain categories, the Partnership subsequently sought to expand the Act’s coverage and to win paid family and medical leave. I became consumed with the Partnership’s campaign for paid leave, which involved building coalitions with state and federal legislators, advocacy groups, and community organizations in an effort to create a national paid leave movement. As part of that campaign, I also acquired new communications skills, testifying before state legislative hearings, conducting outreach to the media, and speaking about equal employment opportunity issues to groups varying from Eastern European policymakers to labor groups to college students. I also worked on numerous other equal opportunity issues: for example, I helped assemble a group of educators and experts on sexual harassment on whose behalf I co-authored an amicus curiae brief successfully arguing for the U.S. Supreme Court’s recognition of a cause of action for peer sexual harassment under Title IX of the Education Amendments of 1972.

Though I loved working at the Partnership, I hadn’t forgotten my original ambition to work at the Justice Department’s Civil Rights Division—so, when a lateral position opened up in the Division’s Special Litigation Section about a year and a half into my stint at the Partnership, I leaped at the chance. The Special Litigation Section offered the opportunity to work on a broad array of compelling civil rights issues: unconstitutional conditions of confinement in facilities ranging from mental health institutions to nursing homes to correctional centers; pattern or practice police misconduct matters; and ensuring safe access to reproductive clinics under the Freedom of Access to Clinic Entrances Act. Four months after I began working in the Section, the 2000 presidential election had a profound impact on the politics of the
Division. Nonetheless, for the following five years, I worked on challenging, often heartbreaking, always fascinating cases.

Among these experiences, I coordinated a litigation team, including expert penological consultants, in analyzing the dimensions of constitutional rights to adequate health care and protection from harm for inmates at a correctional facility and in moving successfully for summary judgment based on evidence we developed that the facility had systematically violated those rights for ten years. I helped investigate and develop remedies for a major law enforcement agency’s alleged pattern or practice of using excessive force. I pursued contempt charges against two men based on evidence they had intentionally violated injunctions we had obtained against them under the Freedom of Access to Clinic Entrances Act after they had previously obstructed access to clinics in Connecticut and Washington, DC. Throughout my time at the Section, I benefited tremendously from having an amazing mentor, a senior attorney who later became the chief of the Section and who helped me develop the skills to become part of the Section’s management team in 2003. I learned how to work within the constraints of the priorities set by our political leadership—and, because my time as a line attorney before becoming a manager was relatively short; I quickly gained experience in figuring out how to direct teams in substantive areas that were new to me.

Both of those skills proved invaluable in my next job. As the Chief Attorney at the Office for Civil Rights, I led a team of lawyers enforcing federal civil rights laws prohibiting discrimination on the basis of race, color, national origin, sex, disability, and age by recipients of federal financial assistance and certain public entities. As Chief Attorney, I supervised fourteen attorneys, worked closely with the director of my office and our political leadership, and reviewed virtually all documents that we issued. My office covered Ohio and Michigan and we were constantly confronted with novel and complex legal issues in elementary, secondary, and postsecondary education. As part of my office’s senior management team, I supervised our investigation and resolution of complaints raising such assorted issues as whether a higher education entity unfairly graded a student on the basis of her association with her biracial child; whether disability discrimination resulted when a student was required to pay the standard rate for a single room she needed because of her disability; and whether a postsecondary institution responded appropriately after receiving a report that a student had sexually assaulted a classmate. I also provided technical assistance to educational entities in areas such as transitioning students with disabilities from secondary schools to postsecondary institutions and developing procedures for individuals to file discrimination complaints. In addition, I supervised teams of staff members working on proactive reviews of educational entities to determine whether they were in compliance with the laws we enforced in areas such as the assignment of minority students to special education classes; the accessibility of college campuses to students with mobility impairments; and whether public school districts are ensuring equal athletic opportunities for male and female students. Because our timeline for investigating complaints, determining whether a legal violation has occurred, and remediying that violation was six months, I had the chance to see educational entities making concrete changes that improved students’ lives, which is immeasurably rewarding.

My career path then took a completely unexpected turn in July 2008 when I took the chance to become the first General Counsel at Oberlin College under the leadership of Oberlin’s President, Marvin Krislov, formerly the Vice President and General Counsel of the University of Michigan. This position has reflected a series of sharp departures from my previous career choices. First, in contrast with my jobs enforcing a particular set of statutes or advocating for certain legal and policy reforms, my legal practice as General Counsel for a postsecondary institution including multiple constituencies—faculty, staff, students, and town residents—has spanned an array of fields, including such diverse areas as construction contracts, employment law, and students’ academic and health issues. Thus, I’ve often felt as if I were back in law school, rapidly digesting all I can about one unfamiliar field after another. Second, in this position, I’ve enjoyed a degree of autonomy that has been both terrifying and exhilarating. As the only
I serve as the clearinghouse and coordinator for all legal services, so I see and determine our response to all legal questions (and potential legal questions) that arise at the College. Finally, my job has a significant component—Secretary to the Board of Trustees—that historically has been filled by a non-lawyer. However, the juxtaposition of this role with my General Counsel role is an inspired one, joining the General Counsel’s traditional role as legal advisor with the function of liaison to the Board of Trustees. I’ve gotten to see the inner workings of an incredibly interesting institution from a variety of vantage points, and I’ve valued the chance to work with a truly dedicated team of leaders. I’m looking forward to continuing the learning process in the years to come.

In sum, based on my own circuitous career path, my advice to anyone graduating from law school and considering a public interest career is to stay both focused and flexible: figure out what you really want to do, but even if it seems like you’re being derailed from pursuing your true ambition, look for ways to develop the skills you’ll need regardless of the context, so that you’re always progressing—even if slowly—towards your ultimate goal.

2018

BETSY COOPER ’12
Special Assistant, U.S. Department of Homeland Security, Office of Policy
Washington, DC

Since college, I have known that I someday wanted to work in immigration policy for the U.S. government. But the timing never seemed right, whether it was because I was still enrolled in school or undertaking a clerkship. The Yale Public Interest Fellowship afforded me the opportunity to live out my dream and undertake the work that I had long wanted to do. I hope that other students will recognize Yale’s fellowship program for this benefit: as a way to pursue jobs that might not otherwise be financially and/or substantively open to a recent law grad. It also opens longer term career opportunities; like many fellows, I obtained employment with the Department even after my fellowship ended.

In large part my main takeaway from my work at DHS is how impressed I was with those who worked at the Department. The dedication to work, whether it be with extra hours, weekend projects, late or early phone calls, and other evidence of deep commitment to the Department, is very impressive. I was and am inspired by their dedication, and it encourages and engages me to reach to similar heights.

I also loved the variety and the pace of the work. One day I was developing a spreadsheet tracking a piece of legislation. The next day I was writing a memo for a principal on a complex decision. Law and policy worked seamlessly together in immigration policy, so I never knew whether I would be pouring through Lexis to find a particular citation in the U.S. code, or reading Presidential statements and speeches to clarify what the White House has said on a particular issue. You will very rarely be bored!

What surprised me most about the work is the contours of government bureaucracy. After nearly a decade of studying immigration policy, I understood well that legislation in this area is sticky and hard to pass, and that often decision-making seems to occur at a slow pace. But I had no real sense of why executive actions tend to take a long time as well. I now know that there is an extensive clearance process within the Department, by which components of the Department and other key players comment on work products. Because there are such varied interests, it can be very difficult to build consensus. This means that whatever is published has the agreement of nearly everyone in the Department. But it also means that it can take a long time before a decision is reached.
I am extremely grateful to Yale for providing me the opportunity to experience firsthand work in the federal government, and particularly at the Department of Homeland Security. I now run a university center in the homeland security space, and the substantive experience I had looking at government from the inside helps me both substantively (as an outside speaker reflecting on government practice) and practically (as someone who can relate to current government officials). I sincerely doubt I would be where I am without the support of the Yale fellowship.

2017

*Please note: Some sections of this public guide have been removed.*
I arrived at YLS in 2007 feeling certain of a few things: I loved international law and international relations, and I wanted to focus on it in law school. I didn’t want to be a practicing lawyer; I wanted to work on policy. I most certainly did not want to be a litigator. And I had no interest at all in working in the private sector.

Perhaps unsurprisingly, my fresh-out-of-college-self did not have it all figured out. (Except for the international law part. That never wavered.) I joined the Advocacy for Children and Youth clinic as a 1L, almost entirely because I had realized within about one week of walking through the doors that Jean Koh Peters is the greatest. And a few cases in, it turned out I actually liked lawyering. I joined the Lowenstein International Human Rights Clinic, and found out I also really liked applying international law and advising clients on it. I even started thinking about working at a firm with an international litigation practice. I had a heart-to-heart at one point with Hope Metcalf, whose work on national security and human rights I deeply admired, and as a law-firm alumna herself, she gave me great advice.

So I summered at Debevoise & Plimpton, and I loved it. By the time graduation rolled around, I was lucky enough to receive a Robina Fellowship, and I went off to The Hague for a year of clerking in the Appeals Chamber at the International Criminal Tribunal for the former Yugoslavia. More new perspectives, more mentoring, and great exposure to both the substance and the community of international law—it was a wonderful experience.
From there, I made the trip back across the pond to join Debevoise’s International Dispute Resolution Group in New York. It was not what I had originally pictured for myself, but it felt like the right thing for me to be doing at that point. I thought I would stay for about two years, and then be off to public service—still my planned calling. As it turned out, Debevoise gave me complicated, interesting work, mentors willing to invest time and energy in me, and a whole pack of fantastic friends. (Also, eventually, no more student loans!) I ended up staying at Debevoise for four and a half years, soaking up new skills and substantive knowledge, while maintaining a busy pro bono practice in prisoners’ rights (an area I had no previous experience in but eventually became intensely passionate about), immigration, and public international law. When I left the firm in March 2016, it was with the support and collective wisdom of my Debevoise colleagues.

Today, more than eight years after graduation, I have worked my way back around to a full-time public interest career, practicing law as an Attorney-Adviser in the Office of the Legal Adviser, or “L,” at the U.S. Department of State. As our website will tell you, L “furnishes advice on all legal issues, domestic and international, arising in the course of the Department’s work. This includes assisting Department principals and policy officers in formulating and implementing the foreign policies of the United States, and promoting the development of international law and its institutions as a fundamental element of those policies.” In short, I am living the dream—my dream, anyway. I get to watch legal diplomacy between nations unfold, and not just watch, but participate. I get to tackle thorny legal questions that bear on my country’s foreign policy. But I would not have given up any element of the work I did before arriving here. In fact, the skills I learned before I arrived in L—how to write, how to organize and run a project, how to advocate for a position, how to work with a client—are invaluable in this job.

What I mean to say is this: if you have a deep and abiding love for public interest, as I certainly did and do, that is wonderful. If you know exactly what you want to do straight out of the gate, see no reason to do anything else, and go for it! But you should not be afraid to take the path that feels right at a given time in your life and likely to lead to interesting and worthwhile experiences, even if it’s not necessarily the most orthodox route. That path may eventually lead you to exactly where you most want to be.

2018

b. State

BRIDGET ASAY ’95
Partner, Stris & Maher LLP, Montpelier, VT
Formerly: Solicitor General, Vermont Attorney General’s Office
Montpelier, VT

I work as an assistant attorney general in Vermont. As the Solicitor General for our office, I evaluate potential appeals, troubleshoot issues, edit briefs, moot oral arguments, and work with attorneys in every area of the office’s practice. My everyday practice touches on administrative law, torts and contracts, constitutional law, consumer protection, criminal law, and environmental law—and nearly every aspect of civil and appellate procedure. I regularly brief and argue cases at the Vermont Supreme Court and the Second Circuit. I’ve argued two cases at the U.S. Supreme Court. I love this job, and from my experience can share several observations with students making career choices.

Think about state government as a career choice. I’ll start with two excellent reasons to think about working in the office of a state attorney general. First, the work of the attorneys general is important, interesting, and diverse. For example, in recent years, states have been leaders in consumer protection and environmental advocacy. A position as an assistant attorney general provides an exceptional opportunity for a new lawyer, because AG offices generally handle a wide range of civil and criminal matters. In my second year in the AG’s office (also my second year of practice), I co-authored a cert petition and a merits
brief in the U.S. Supreme Court and helped prepare our deputy attorney general for the oral argument. Few other employers can offer that kind of experience. Second, serving as a lawyer for state government is truly a calling in the public interest. State governments make decisions every day that affect scores of people, including some of the most vulnerable people in our society. States need good lawyers. We all need state governments to have the best possible lawyers.

You need to love what you do every day as well as believe you are doing the right thing. I am proud to do good work for the people of Vermont and I love being an appellate lawyer. When I was in law school, I thought more about the goals of a public interest job—advocating for the environment, providing legal services to the poor—than about the work I would be doing. But no matter the higher purpose, work is work, and it occupies most of your time. You have to thrive on what you do, whether it’s trial work, policy research, or writing briefs.

A public interest job is still a career. I did not start out as an appellate attorney. In fact, my job didn’t exist when I started in the office in 1998. But the office provided diverse opportunities and my mentors, both within the office and outside it, encouraged me to think about my career goals. Over time, I have helped shape my job and change the way the office handled its appellate practice, and the Attorney General appointed me as the state’s first Solicitor General. I have also made connections with other attorneys through bar groups and national organizations, served as chair of the state board of bar examiners, and shared what I have learned about appellate practice in CLE presentations. I continue to learn, to meet new challenges, and to see possibilities for the future.

Don’t over plan. Although I have played an active role in shaping my present job, I landed in Vermont and in the attorney general’s office as much by chance as by design. The story is too long to repeat here, but it all began with an offhand suggestion from a clinical professor, over pizza and beer, that I apply for a clerkship with a Vermont judge with past ties to legal aid in New Haven. A staff attorney at the court called to say my application was late, but the judge would like to meet me—could I come that week for an interview? Later, when I accepted a job with the attorney general’s office, I had no intention of staying for over ten years. But I also had no idea how exciting and rewarding the work would be. I doubt I would be as happy as I am if I had stayed fixed on the career plans I originally made in law school. Staying flexible and taking advantage of unexpected opportunities has brought me both a rewarding career and personal happiness.

2018

PATRICK PRICE ’04
General Counsel – Indiana Department of Revenue
Indianapolis, IN
Formerly – Deputy Commissioner and Special Counsel for Policy and Compliance, Indiana Department of Revenue; General Counsel, Indiana Office of Technology; General Counsel, Indiana Bureau of Motor Vehicles; Associate Attorney, Barnes & Thornburg LLP; Deputy Prosecutor, Noblesville, Indiana; Adjunct Professor – Indiana University McKinney School of Law; Federal Law Clerk, Southern District of Indiana and Tenth Circuit Court of Appeals (Denver, CO)

My career has taken a fairly circuitous path as I have moved from opportunity to opportunity. I recently started my 7th primary employment in 13 years, 6.5 of which were spent working for various government entities and the remainder at a private law firm where most of my time was spent representing various units of government. Over the course my career, I have been fortunate in that I have been able to do a variety of different types of work, much of which was high profile. All of this was made possible by COAP. Without this amazing option, I would not have been able to afford to support my family and work in public service.
I spent two years clerk ing for a federal district court in Indianapolis. For law students who are not entirely sure the path they want to take after law school, I strongly recommend a trial court clerkship. This was a great opportunity for me to gain experience in a wide variety of practice areas (for example, I learned I have no interest in doing ERISA law). A clerkship is also a fantastic way to get to know local trial practitioners and learn best practices.

From there, I spent six months as a deputy prosecutor handling violations of probation, misdemeanors and D felonies. I carried a case load of approximately 800-1,000 cases and was in court virtually every day. I gained more court and trial experience during those six months than in the rest of my other ten years practicing combined. At the same time, I was a prosecutor, I taught legal writing at the local law school. Although short in duration, these were some of some of my favorite jobs, but it is hard to support a family with two kids at deputy prosecutor and adjunct professor pay.

I left prosecuting for a short-term appointment to help a newly confirmed Tenth Circuit judge establish his chambers. My family remained in Indiana and I commuted back on weekends. There is enough information about appellate clerkships at the YLS, I don’t think I need to add any more here. When I returned to Indiana, I joined a large, regional firm based in Indianapolis. My practice focused on employment law and complex litigation. I did a lot of work with financial issues and represented a number of government entities. In particular, I spent three years representing the State of Indiana in major litigation with IBM and was one of three lead trial lawyers in a six-week trial. I also helped the Indiana BMV analyze a variety of fee issues, which lead to several million in refunds and my return to government service when I was asked by the Governor’s Office to come in and help reform the BMV’s Legal department.

As the General Counsel of the BMV, I was able to wear a lot of hats. I doubled the size of the department to handle internal agency legal needs. I helped draft legislation to completely reformat the BMV’s fee structures. I testified before the General Assembly on a variety of bills and topics that impacted the agency. I supervised outside attorneys representing the agency in class actions. I oversaw tens of millions in refunds to various customers and state entities. I helped reorganize how the agency handled IT changes. I collaborated with courts and judges to streamline court order processing (the BMV processes 4,000 to 5,000 court orders a day). I also worked with vendors on legislation and contracting issues. The BMV work was very interesting and high-profile (we were front page news frequently), but I was also working big firm hours, which had not been my goal when returning to the government.

I next moved to the Indiana Office of Technology as General Counsel, where I worked primarily on Indiana’s Management & Performance Hub, which collects and maintains data from various state agencies for the purpose of driving innovation and improving the efficiency of state government services through advanced data analytics. My time was primarily spent drafting and reviewing data sharing agreements and liaising with other state agencies. I then went to serve as the Deputy Commissioner and Special Counsel for Policy and Compliance at the Indiana Department of Revenue. I was brought on to establish a new accountability and compliance division by consolidating various functions and creating new ones to create an integrated compliance function. This project was innovative and a leader among Indiana state agencies as well as state departments of revenue across the country.

Currently, I serve as the General Counsel at the Indiana Department of Revenue. My major assignments have been to restructure the tax appeal/protest process to increase efficiency and implement time-based metrics for the first time and to evaluable the Department’s Tax Court docket to focus on high value cases and reduce losses. Both of these roles challenge me to think strategically and look at problems systematically to find creative solutions.
In terms of the lessons I have learned looking back over my career:

Government service pays less than private practice; however, the work is generally far more rewarding. Every day that I was working in government service I could go home and point to something that I did that helped, or at least tried to help, make my community or state a better place to be. The actions I took and the decisions I made had a real world impact. I oversaw millions of dollars in refunds and made decisions that impacted countless citizens. There are a lot of bureaucratic frustrations and small politics to deal with, but I never felt like the work I was performing did not matter.

Evaluate what is important to you in terms of work and map out a path to get there. Each step on my career path was doing something that got me closer to where I wanted to be in terms of experience, contacts, or substantive work. I couldn’t have planned out the various steps in my career, but they have all been useful. Working as General Counsel in a large agency pulled on almost every area of my prior experience.

Contacts and connections are key. Most of my career opportunities presented themselves because of contacts I developed in a previous capacity. For example, my current position was obtained largely through a contact I worked with 8 years before. In addition, in a city like Indianapolis with a fairly close-knit legal community, reputation matters and treating people the right way is important. Colleagues and people I worked with at the trial court and as a prosecutor ended up being important years later when I needed their help at the BMV so it was important that they viewed me positively.

2017

JACK SCHWARTZ '75
Adjunct Professor and Senior Research Associate, University of Maryland Francis King Carey School of Law
Formerly: Director of Health Policy Development, Maryland Attorney General’s Office
Baltimore, MD

My perspective on public service comes from three decades’ experience. Since my graduation from Yale Law School in 1975 and until my recent transition to part-time teaching, my career was asymmetrically divided between federal and state governments: seven years with the Federal Trade Commission (FTC) in Washington, 26 years with the Maryland Attorney General’s Office in Baltimore. Like most government lawyering jobs (and private sector ones too, for that matter), mine began with the usual combination of research memos to supervisors and document review (in this case, handling freedom of information reviews). Context counts, however. This grunt work at the FTC was in aid of an agency mission, consumer protection and antitrust enforcement that resonated with my sense of what a purposeful legal job should be. After the apprenticeship, I worked as an administrative lawyer in the FTC’s General Counsel’s Office and, briefly, as the chief aide to the FTC Chairman.

At the Maryland Attorney General’s Office, I was for many years in charge of the Opinions Division, responsible for legal advice to executive and legislative branch officials on difficult or controversial issues. I also served as the director of Health Policy Development, a job that gave me the flexibility to consider the points of intersection between law and policy, as they affect matters like the physician-patient and researcher-subject relationships.

In my experience, the common wisdom that a government attorney can actually have a life outside the office is true. I averaged, I’d say, about 48 to 50 hours per week over my career, several hours of which could be done at home. Except during a few budget crises and consequent severe staff shortages, I always felt that my job did not consume a disproportionate amount of time or impose excessive stress. Although
far from the sinecure of myth, a public sector job does allow you to maintain reserves of time and energy, to meet the needs of young children, for example, or a relative’s illness, or a spouse’s change of career.

The choice of a public sector career, to be sure, will be received with skepticism by many of your private sector colleagues. Lawyers at prestigious private firms may assume that a government lawyer is mediocre by definition. Don’t worry about it, it’s their problem. Excellent work by anyone’s standards is a sure means of refuting the unstated presumption.

A successful, satisfying career in the public sector depends on your achieving a reputation for meeting not only the usual professional standards but also for attending to the broader import of legal issues and for unfailingly maintaining an attitude of respectful service toward members of the public. A lawyer who does so will gain the satisfaction of ever greater involvement in the policy dimensions of government legal practice and will actually have a good answer to the question, “What difference does my work really make to anyone?”

2018

BENNETT RUSHKOFF ’83
Administrative Law Judge for the District of Columbia Office of Administrative Hearings
Formerly: Chief, Public Advocacy Section, Office of the Attorney General for the District of Columbia
Washington, DC

Since July 2016, I have served as an administrative law judge (ALJ) in the DC Office of Administrative Hearings, a “central panel” of ALJs who review decisions from several dozen District of Columbia Government agencies. An ALJ’s final orders are “final decisions” of the DC Government, and may be appealed to the DC Court of Appeals. I specialize in public benefits cases, including those involving individuals’ rights to Medicaid eligibility and coverage, SNAP and TANF benefits, emergency shelter, rental subsidies, and access to the Health Benefits Exchange. Other cases concern Medicaid reimbursement of health care providers and agency efforts to recover overpayments of benefits. One of the major challenges of my job is to provide fair hearings for pro se litigants.

ALJs in the District of Columbia are appointed by an independent Commission on the Selection and Tenure of Administrative Law Judges. I was appointed to an initial two-year term in July 2016, and I have requested reappointment to a regular six-year term when my initial term expires in July 2018. Prior to becoming an ALJ, I worked from December 1998 to July 2016 in the Office of the Attorney General for the District of Columbia, where I oversaw the prosecution of civil enforcement cases in the area of “public protection,” including cases relating to consumer protection, antitrust, nonprofit oversight, fraud against the government, regulation of public utilities, and the tobacco settlement.

My enforcement work at the Office of the Attorney General ranged from litigating local matters in DC Superior Court to addressing national-scale issues as part of multistate groups of assistant attorneys general. For example, locally, we brought lawsuits under DC’s nonprofit corporation law against the executives of two public charter schools, alleging that they had improperly diverted school funds to their own for-profit companies. At the national level, we joined a federal district court case brought by the U.S. Department of Justice and state attorneys general to block the proposed merger of U.S. Air and American Airlines; the settlement of that case sought to preserve competition by requiring the merging airlines to sell 104 of their air carrier slots at Reagan National Airport.
Handling a wide range of regulatory litigation in a variety of settings prepared me for my management position at the Office of the Attorney General. Prior to joining the Office, I worked three and a half years at a large law firm, five and a half years at the Federal Trade Commission, a total of four and a half years at two state attorney general’s offices, and one year as a sole practitioner. Learning to write well has helped. My undergraduate work as a public policy major at Princeton’s Woodrow Wilson School involved a lot of analytical writing. I was also an editor of the Yale Law Journal and went on to clerk for a U.S. Court of Appeals judge.

C. Local

KAITLIN CARUSO ’10
Senior Counsel for Strategic Advocacy and chair of the Strategic Advocacy Committee
New York City Law Department
New York, NY

I grew up in (and love) Maine; I never gave much thought to cities. But from the jump, my legal career has gone pretty much everywhere I didn’t expect it to; it is more a set of interconnected loops than a straight line, wandering through work with several cities and states. Today, I chair the Strategic Advocacy Committee at the New York City Law Department, helping to develop impact litigation on behalf of the City and its more than 8 million residents.

In school, I started out focused on domestic violence. I joined the DV clinic and targeted my classes. But while I remained passionate about the issue, as a human, I turned out to be poorly suited to the work. By happenstance, I also found myself a part of San Francisco Affirmative Litigation Project Clinic, and enthralled and energized by it. I got to work on civil and human rights and consumer protection issues, through the complicated lens of representing a city. After graduation, I got to spend a year as the San Francisco Affirmative Litigation Project Fellow, helping to run that clinic alongside now-Dean Gerken.

Despite thinking I would never clerk, I then spent a year working for a great District Judge in Chicago, and another for a delightful new First Circuit judge in my hometown. In between, I served in the Consumer Fraud Division at the Illinois Attorney General’s Office, where I worked on cases and investigations as local as home repair fraud and as far-reaching as credit rating fraud leading up to the financial meltdown. Those years were extraordinary exposure and training for me, and pointed me toward a public or private sector consumer litigation job. But instead I moved to New York to join the brand new Bill Drafting Unit at the New York City Council. In about two years there, I worked on projects ranging from local traffic rules to civil rights and employment regulation. I got to learn intimately the legal structure of New York City, and hone the skills and tools of non-executive governance.

Looking to further broaden my skills, in 2016 I joined the New York City Law Department, where I had summered as a 2L, in the Legal Counsel Division. In some ways, my work there mirrored my City Council work; I researched, drafted, negotiated, and revised legislation. But I added rulemaking, program implementation and a widely varied advice practice to my portfolio, working for and alongside extraordinary colleagues. I was eventually loaned to the Office of Counsel to the Mayor for six months, and when I came back to the Law Department, it was in a new role (that circled back to my prior work): as chair of the Law Department’s new Strategic Advocacy Committee. I now help the Law Department assess and develop impact litigation ideas from across the City and around the country into potential litigation or other action. I have to use a bit of everything I have picked up along the way—about investigation, claim assessment, city structure and laws, and institutional relationships. I’m never bored.
Mine hasn’t been a tidy career arc, and there hasn’t been a master plan. I’ve always wanted to work in the public interest, but I often wasn’t quite clear where that was taking me. Along the way, I’ve discovered that the people I work with matter as much to my job satisfaction as the work that I’m doing. For a long time, I thought that if I was doing work that I cared about, that was enough; in reality I am dramatically happier and more effective when working with people who are smart, upstanding and passionate about their work. I’ve found that the kind of tool I’m using (litigation, legislation, regulation) matters less to me than finding a way to address the problem I’m faced with.

Perhaps surprisingly, I often advise law students to spend some time at a private firm. Many careers veer in and out of the private sector. At points, I have been lucky enough to choose between public and private sector options. I am grateful for the choices that I have made, but each time I have wished that I had taken time earlier to see how the private sector suited me.

If you are interested in working in state or local government, I recommend it highly, if you are willing to drink from a firehose. Nearly every day I get to work on a thorny legal question, dig into significant misdeeds, or confront questions of access and equity. Finding the right state or local job takes a lot of homework, though. (Or experimentation. Or both.) Ask around for the office’s, and division’s, reputation. Find out how it handles attorney development. Ask how long people stay, and where they go when they leave. Find out if coworkers socialize. Ask what changes across political administrations, and what you can expect to do in your first, third, fifth and tenth year. No one of these questions will tell you whether the agency is a good fit, but if you are like me, they are key to finding a place that you can do work that matters without burning out. If you are willing to put in a bit more legwork, you can find an extraordinary spot to grow as a lawyer.

2018

MAYA NAYAK ’05
General Counsel, City of Philadelphia Board of Ethics
Philadelphia, PA

From the time I first considered attending law school, I had an idea that I would pursue public interest law, but I did not know exactly how. I split my law school summers between firms and different public interest groups and worked in the Community Legal Services Clinic every semester. It would have made me feel a lot better to have had a focused plan during law school. But I don’t think I could have known then to target the governmental accountability and ethics field in which I now work, much less the City agency, just eight years old, where I have worked for seven years and currently serve as General Counsel.

After a federal district court clerkship directly following law school, I worked at a litigation firm for a far shorter time than I had anticipated, just two years. At a serendipitous networking lunch, I learned that a government start-up had an opening for a junior attorney that required no specific expertise. They just needed someone bright who could learn quickly, and so I joined the Philadelphia Board of Ethics as Associate General Counsel. In fact, I think it was my experience prior to law school, as an English teacher abroad and as a project manager at an internet start-up that made me a good match for various demands of the job—explaining complex legal requirements to non-experts and moving projects with lots of moving parts to completion. For this reason, when I am involved in hiring attorneys for my agency, I value candidates who have teaching experience at any level and non-legal work experience of any kind because I think this indicates the versatility that working at a small government agency with a staff of ten people requires.

Joining city government was not a common path for my peers. A lot of people tend to think of the federal government as the government to work for to get important things accomplished, but local government
impacts lives too. My agency is an independent city board that administers, interprets, and enforces Philadelphia’s ethics, campaign finance, and lobbying laws. I believe its work has been important to the operation and perception of city government in Philadelphia. I serve as in-house counsel to the Ethics Board advising the Board on its legal needs and provide guidance to the regulated community about how to comply with the laws the Board oversees.

The best part of my work is that it is really interesting. It is varied and challenging. Most every day I work on new issues and questions that were not on my to-do list when I started the day. I work with many bright people who care about improving government and the city where we live. I am grateful to be in a place where after nine years I am still learning and growing as an attorney.

The work is demanding and often externally-driven, so it is not easy to accomplish what I want to get done in the timeframes I would like or sometimes at all. There is too much to do. I haven’t had time to clean my office in a couple of years, and it has been difficult letting go of the perfectionism that other workplaces allowed and even cultivated in favor of just getting things done.

At the end of the day, my work provides me a satisfying sense that I am helping. I am helping the people inside and outside my agency whose questions I answer on a daily basis. At a broader level, I am helping my City by contributing to a mission of promoting integrity and transparency in the government of Philadelphia.

2017
MONICA MALDONADO ‘99  
Assistant Dean, Yale Law School  
Formerly Assistant County Attorney, Miami-Dade County Attorney’s Office  
Miami, FL

My advice to anyone in law school contemplating life after graduation: Know thyself. Career paths are not the same for everyone and you have to really know yourself and honestly evaluate your strengths and weaknesses to find a career that will give you satisfaction, fulfillment and maybe even happiness. I’ll share with you how I decided my career path.

I thought getting into law school was the hard part, but I had no idea there were so many career choices within the legal field. I took to heart Guido Calabresi’s “off the treadmill” speech and tried everything Yale had to offer. Early on I realized that clinic really appealed to me and I was more suited to litigation rather than transactional work. My first summer I worked at the ACLU and while I enjoyed the constitutional law issues I handled, I really missed having clients and desired faster outcomes than waiting years for class impact litigation. My second summer I worked for a large, prestigious law firm and after a few weeks I knew it was not for me. While I was getting paid more than I ever dreamed of, the work and responsibility were not up to par with the work I was doing at clinic, and none of the associates around me had been to court or had even taken a deposition. I had already had my feet wet in clinic and couldn’t imagine spending years on the sidelines waiting my turn to go to court.

My clinical experience shaped my attitude about law and what I wanted to do with the knowledge I was gaining. I loved handling a case from beginning to end, especially the trust that my clinical supervisor put in me to make decisions about strategy. I handled a five-day trial, a complex case where the state was trying to take custody of a mentally challenged adult from her legal guardian, my client. It was the most challenging experience I had in law school, and the most rewarding when our client prevailed. It was also an emotionally draining experience because I took on my client’s problems as my own and I couldn’t disengage my emotions. I realized that, given my personality, dealing with these heated issues would be detrimental to my clients and to me.
I had to find a balance: I needed a career where I could do the public good but handle issues that I wouldn’t get too emotionally invested in; I needed immediate responsibility for my cases but have a supportive environment where I could learn and grow; I needed to do quality legal work without worrying about the financial bottom line. Luckily, I found that balance with the Miami-Dade County Attorney’s Office.

The County Attorney’s Office does all the civil work for Miami-Dade County, which consists of the Board of County Commissioners, the Mayor, and a myriad of departments that employ over 25,000 people. The office, consisting of 70 attorneys, is loosely divided into sections, though most attorneys work in more than one section. I was placed in the workers’ compensation section. I knew nothing about this area of law except that it was litigation and I would be going to court. I relished learning a new area of law and defending the County, and therefore the taxpayers, in these matters. Within my first month, I was taking depositions and handling a caseload. In my career with the office, I handled every stage of litigation, from pre-suit to appeals. A significant part of my practice involved counseling my clients to help them formulate policies and avoid litigation. I was also able to do uniquely government work, including writing ordinances and resolutions and serving as the attorney to Commission committees.

After a few years in the office, I became the lead attorney in my section, responsible for staffing each case that came in and creating practices for the attorneys and support staff in the section. I also was privileged to have had an active role in office management: I served as the law clerk program coordinator, sat on the recruitment committee, and administered the office’s computerized case management system. I was very fortunate to find a place that allowed me to grow as a litigator and counselor. YLS is well-represented in the office- there are currently five YLS grads that would be happy to share their experiences. You can read more about the office on their website: http://attorney.miamidade.gov.

I spent 15 years with the County and hold the office in high regard. I’m happy to talk with any students about my experience there.

2017

LAUREN MORSE ’10
Assistant County Attorney, Miami-Dade County Attorney’s Office
Miami, FL

Explore widely. The public interest field is diverse, and the options for service are varied. While you’re looking, consider local government. Municipalities and state agencies offer great and early opportunities for young lawyers to advise, negotiate, and write. Seize those opportunities.

Coming to Yale Law School, I knew that I wanted to serve the public but I did not have clear ideas of what that meant. I worked at a public interest law firm doing First Amendment impact litigation and lobbying during my 1L summer. While I enjoyed the subject matter, I found that the type of work was not a good fit. As a second year, I followed the traditional law firm path and accepted an offer to work at the same firm after graduation. My student loan burden played a heavy part in this decision. But the firm also marketed itself as an ideal training ground to develop litigation and negotiation skills for those interested in government service.

Even so, I found the year at the firm draining. While I learned a great deal and had a variety of simulated training in trial and deposition skills, the actual work was often menial, with little room for creativity and long hours. I left the firm for a clerkship with a federal district court judge in Miami, which was the perfect exit plan. I spoke with my judge often about my desire to transition to government work—but only after my student loans had been paid. He encouraged me to look into the Miami-Dade County Attorney’s Office anyway and connected me to his former clerks in the office. I’m thankful for his
guiding hand, as the office fits everything I hoped to do with my legal career. Contrary to what I believed, I did not have to wait, toiling in the bowels of a firm as a junior associate until I was financially and experientially prepared to make the jump.

Our office is a true gem and an excellent place to be an attorney. There is a breadth and diversity of practice in dealing with the challenges of a growing and eclectic populace. Our office serves as in-house counsel to a 13-member board overseeing the needs of two million residents and 25,000 employees across a few dozen departments. The in-house clients are widely varied, from the Office of Historic Preservation to the County-run hospital, airport, and seaport. Likewise, the type of legal counsel and advocacy performed by our office covers a wide span, from municipal finance bond work to eminent domain to torts litigation. Within a few months of joining, I had my own active caseload, writing motions and taking depositions that would have taken years of seniority to achieve at the firm. Even with busy active dockets of their own, my coworkers have been willing to mentor and train and are just as committed to my success as their own. Additionally, the County pays competitively with small private firms in Miami, enough so that I can pay off my student loans on a ten-year plan without any aid from COAP.

The biggest surprise in my practice at the County has been the legislative work our office produces. There is great joy in successfully translating a rough policy idea into creative and useful legislation. It is careful, precise, and, at times, frustrating work. I’m thankful for taking Legislation as a law student and highly recommend that course to any student considering government work, at the federal, state or local level. Administrative Law has also paid great dividends.

I finish where I started. Try as much as possible, both as a law student and at the early stages of your career. Look for the opportunities that may not be standard. They may be the greatest reward.

2018

ALAN H. KLEINMAN ’77
Senior Counsel, Affirmative Litigation Division, New York City Law Department
New York, NY

About three years out of YLS, as an attorney at Bronx Legal Services, I brought a federal class action challenging the failure of New York City to bring welfare recipients’ case files to fair hearings. The case would result in a settlement giving an automatic win at fair hearings to those recipients who appeared at fair hearings where their case file was not present. The job was engaging, challenging and gratifying. But somehow my successful litigation was less than fully satisfying. I had achieved a reallocation of scarce City funds from some recipients to others, in part due to chance.

This was the first step on the path to a career that was not even imagined at Yale: I have worked for New York City since 1983, and for almost all of that time I have worked in the Affirmative Litigation Division of the New York City Law Department.

Legal ethics requires you to advocate zealously on behalf of your client, and I learned at YLS that my choice of client would be the most important decision I would make in defining the ethics of my legal practice. Representing a city is enormously satisfying because cities are all about providing services to their residents who are, in the United States, disproportionately poor and in need of the services that cities provide.

And, of course, NYC is not just any city, but a wondrously fascinating place. That is true in general, and from the perspective of working inside NYC government. NYC is so big and so complex that interesting issues and things pop up all the time.
NYC is blessed with a Law Department that for decades has been an amazingly meritocratic institution. Good lawyers, motivated by the lure of rewarding work, and to a surprisingly large degree, out of love for the City itself, come to the Law Department and make it their career. My colleagues here are an unusually nice bunch of people, and they are exceptionally interesting. Having wonderful colleagues is priceless.

The Affirmative Litigation Division handles cases where the City is the plaintiff. The sole commonality across cases is that your job is to push the case forward towards resolution. The work spans countless areas of the law. Over the years I have handled municipal corruption and civil RICO, public nuisance law and slumlords, products liability (asbestos and lead pigment), anti-trust (health plan mergers), securities litigation for the City’s pension funds, insurance, and health insurance. This variety presents a wonderful challenge—I have to learn multiple areas of the law to litigate against lawyers who have spent their careers laboring in that one area of the law. I also have the comfort and joy of believing that I am on the right side in almost all of my cases, and the satisfaction of knowing that every year I am bringing in revenue for the City.

MOLLIE LEE ’06
Deputy City Attorney, San Francisco City Attorney’s Office
San Francisco, CA

As a San Francisco Deputy City Attorney, I helped bring marriage equality to California and the nation, defended campaign finance disclosure requirements, challenged deceptive practices by for-profit colleges and other businesses, drafted ethics and election laws, and represented San Francisco in matters ranging from reproductive rights to water rights. Currently, I am coordinating the City Attorney’s work on immigration issues and I am the lead attorney on San Francisco v. Trump, which challenges President Trump’s Executive Order threatening to cut off federal funding from sanctuary cities.

This varied practice has been immensely fulfilling. I was deeply involved in one of the great civil rights battles of my generation, and I am now leading litigation that raises equally important questions about who we are as a city and as a country. I advise elected officials and department heads, and I am pleasantly surprised at how often they take my advice. I develop new cases, handle all phases of discovery, argue in state and federal court, and write Supreme Court briefs. Through the San Francisco Affirmative Litigation Project, I have the great joy of working with Yale Law School students, who are a secret weapon for the office and help litigate many of our most interesting cases. All in all, I have more fun being a lawyer than I ever imagined possible.

Looking back, my career path has been more of a meandering trail than an interstate highway. Before law school, I studied ethno-botany in graduate school, worked for the League of Women Voters, and then took time off to backpack around South America and sail across the Pacific Ocean. During law school, I spent one summer doing direct service work at a non-profit and the next summer as an associate at a law firm. I worked with terrific lawyers at both places, but neither one felt like quite the right fit. I applied for clerkships the summer before my 3L year, largely because I did not know what I wanted to do next, and I was fortunate enough to clerk for Judge James Browning on the Ninth Circuit Court of Appeals. After my clerkship, I took a job doing death penalty defense work, but I quickly realized I did not want to practice criminal law. When I heard about an opening in the office of San Francisco City Attorney Dennis Herrera, I jumped at the opportunity. Dennis had a reputation for bringing cutting-edge public interest cases, and I was thrilled to join his office as a member of the Ethics and Elections team. After working on that team for five years, I moved to the Complex and Affirmative Litigation team in 2013.

The longer I practice law, the more I appreciate Yale Law School. I am surprised at how often I consult class notes and outlines, not just for black letter law classes, but also for more theoretical courses like
Legislation, Antidiscrimination Law, and Legislative and Popular Constitutionalism. Former professors have become mentors, sounding boards, and expert witnesses. In turn, I often return to the law school to guest lecture and mentor the next generation of public interest students. Through these interactions, Yale Law School continues to support and inspire my public interest work.

2017
Career Development Office

Norma D'Apolito Director
Juliann Davis Assistant Director, Administration
Marilyn Drees Director
Zoë Y. Gregg Student Services Coordinator
Amanda Hilton Administrative Assistant
Alison Hornstein Director
Haley Kirkland Administrative Assistant
Christine Severson Director, Recruitment Programs and Administration
Kelly Voight Assistant Dean

Telephone: (203) 432-1676
Fax: (203) 432-8423
E-mail: cdo.law@yale.edu
Website: www.law.yale.edu/cdo

Mailing Address: Career Development Office, Yale Law School, 127 Wall Street, New Haven, CT 06511

Physical Address: Ruttenberg Hall, Room 184, 133 Wall Street, New Haven, CT 06511

Office Hours: 8:30 a.m. – 5:00 p.m.

CDO Publications:
- Criminal Defense
- Criminal Prosecution
- Entering the Law Teaching Market
- Environmental Law
- International LL.M. Career Planning Guide
- International Public Interest Law
- Introduction to Career Development
- Judicial Clerkships in the U.S.
- Law Firm Practice
- Lawyers in Business
- Opportunities with International Tribunals and Foreign Courts
- Public Interest Careers
- Public Interest Fellowships Vol. I
- Public Interest Fellowships: Sample Applications Vol. II
- The Fall Interview Program
- U.S. Supreme Court Clerkships
- Working on Capitol Hill

Yale Law School Nondiscrimination Policy
Yale Law School is committed to a policy against discrimination based upon age, color, handicap or disability, ethnic or national origin, race, religion, religious creed, gender (including discrimination taking the form of sexual harassment), marital, parental or veteran status, sexual orientation, gender identity, gender expression, or the prejudice of clients. All employers using the school's placement services are required to abide by this policy.

Cover Photo Credit: Amanda Hilton

July 2018 © 2018 Yale Law School. All rights reserved.