



# Compliance Resource Guide

*This career guide provides examples of resources and opportunities for law students and graduates pursuing careers in compliance. Please contact the CSO with any additional resources to supplement this compilation.*

## What is Compliance and Why the Buzz?

Regulatory compliance is an organization's adherence to laws and regulations relevant to its business. Violations of compliance regulations often result in legal penalties including federal fines. Examples of specific types of compliance include healthcare compliance, financial compliance, securities compliance, tax compliance, college athletic compliance, global compliance, Foreign Corrupt Practices Act (FCPA) compliance, and HR compliance. New laws and regulations, globalization of business, and vigorous government enforcement have created a boom in compliance positions. An increasing number of compliance officers have law degrees. Compliance attorneys typically write policies, monitor controls, review and analyze new regulations, and provide guidance to business units.

## Compliance Industries & Hot Topics

**Healthcare:** Compliance positions are available in hospitals, other healthcare provider organizations, HMOs, pharmaceutical companies, medical device companies, trade and professional associations, accreditation agencies, therapy centers, and consulting firms. Issues include risk management, data security, audits, research compliance, ethical leadership, cyber security, HIPAA and patient privacy, HITECH and the Omnibus Rule, vendor relations, Medicare compliance, conflicts of interest, and patient rights.

**Corporate/Financial Services/HR:** Compliance positions are available within small, mid-size and large corporations, banks, management consulting firms, accounting firms, insurance companies (e.g., Beasley Group), global trading firms, industry trade associations, wealth management firms, brokerage firms, investment firms, hedge funds, and other types of financial institutions. Issues include anti-money laundering (AML), cybersecurity, data privacy, GDPR, data breach, Dodd-Frank, corporate governance, ethics, blockchain, FCPA enforcement actions, utilities and energy compliance, due diligence, anti-corruption programs, and HR compliance (including risk assessment and management, employee benefits compliance, reporting and investigating company policy violations, and whistleblower reporting).

### Contact the CSO for assistance with:

- Learning if compliance work is the right fit for you!
- Developing a compliance-specific resume.
- Connecting with alumni in compliance positions.



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**Higher Education:** Compliance positions are available within colleges, universities, higher education associations, and research organizations. Drexel University has a Corporate Compliance and Privacy Office, and the current Executive Director of the office has a JD. Issues include Title IX compliance (responding to claims of sexual harassment/misconduct), Clery Act, accreditation, NCAA compliance, governance, environmental health and safety, discrimination and affirmative action, copyright and fair use, Higher Education Act – financial assistance and required disclosures, immigration/international students, privacy of student records, disability accommodations, campus safety, and technology transfer.

**Public Sector Compliance:** Government compliance officers are typically responsible for writing regulations, monitoring compliance of regulated entities, conducting investigations, and leading enforcement efforts. Job titles include Wage and Hour Investigator, Equal Opportunity Investigator, Compliance Officer, Securities Compliance Examiner, HIPAA Compliance Officer, Compliance Intelligence Analyst, and Environmental Compliance Officer. In USAJOBS.gov, these positions can be found within the 1800 Occupational Series for federal agencies – “Inspection, Investigation, Enforcement and Compliance Group.” Compliance work is also handled in the inspector general offices of local, state and federal agencies.

### Tips for Breaking into Compliance

- ✓ **Determine if Compliance is Right for You:** Take the LawFit Assessment, research compliance options, and meet with a CSO advisor. Compliance professionals tend to have the following qualifications and skills: understanding of financial markets (for financial compliance), knowledge of regulatory agencies, research and investigative skills, legal analysis and problem-solving skills, communication skills, negotiation skills, critical thinking, attention to detail, and ability to articulate point of view concisely and quantify risk.
- ✓ **Plan Courses Carefully:** Take compliance courses to expand your knowledge and get to know professors in the field. Take relevant JD and MLS courses (often online) and consult with Professor Paul Flanigan for course advising. The CSO is also here to guide you with regard to course and co-op options for a career path in compliance work.
- ✓ **Keep Current on Industry Issues:** Read news articles, trade journals, regulator websites (SEC, FINRA, etc.), and other resources (stock exchange, brokerage firms, FIA briefs, etc.). If you have a LinkedIn profile (and we strongly advocate that you do), you can follow various industries, associations, and corporations. This will be very important for interview prep. Be aware of hot topics such as cybersecurity, disruptive technologies, bitcoin, and how regulations apply to the cloud.
- ✓ **Get Experience in the Industry:** Get your foot in the door, build skills, and learn the lingo and basics through non-legal internships (e.g., start at a regulator such as FINRA and then transition into financial services). Although prior compliance experience is not always necessary for entry-level positions due to increasing demand, networking and knowledge



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of the industry are valuable for one's job search. Take compliance courses (JD and MLS offerings) and speak with alumni and professors in the field to gain knowledge. Participate in trainings or CLEs (for example, through PLI or PBI) to build experience.

- ✓ **Understand Hiring Timelines:** Unlike most legal jobs, many compliance positions (particularly AML positions at banks) begin as full-time, short-term contract positions paid on an hourly basis, but these positions often have the potential to be converted into full-time, long-term positions with salaries within six months. Unlike BigLaw or government hiring timelines, full-time hiring opportunities are relatively fast and may take place at the end of third year or after the bar exam.
- ✓ **Be Enthusiastic about the Field:** Do not look at the compliance field as a fallback to a traditional attorney role. This is an area of growth for attorneys and you can add real value to a company. Recruiters look for candidates who demonstrate a real passion for compliance and the ability and willingness to train others. Compliance professionals tend to have access to senior officials of their organization, job security, and upward mobility, and they gain tremendous insight about their organizations and the laws that govern them. Many compliance professionals find it exciting to be in an advisory role and to help the company achieve its goals and build product lines through execution, testing and oversight.
- ✓ **Make a Target List of Companies:** Check websites regularly for job openings and sign up for job alerts, if available. Be open to smaller, lesser known companies (e.g., startups, tech companies) where you will obtain the same valuable experience and deal with the same issues and regulations.
- ✓ **Get Certified:** Set yourself apart with a compliance certificate. Conduct the research and learn if you can earn a certification during law school. Be sure to thoroughly investigate any certificate program before enrolling. Speak with individuals who have earned the credential and employers who have hired them to find out if the program is worth your time, effort and money. For instance, ACAMS is the Certified Anti-Money Laundering Specialist certification that can make candidates more marketable to employers.
- ✓ **Build Your Network:** Reach out to anyone you know who works at companies of interest (or mutual connections) to ask for introductions to people working in compliance divisions. Ask adjunct professors who teach compliance courses to help you make connections in the field. Contact alumni in compliance positions and request informational meetings. Stay in touch with folks you meet in the industry – they may not keep resumes on file. Review LinkedIn profiles of individuals in compliance positions to explore career paths and search for connections.
- ✓ **Revamp Your Resume:** Include relevant buzz words and phrases for regulatory roles and transferrable skills such as investigation, research, drafting and analysis. List compliance courses you have taken or plan to take at the top of your resume ("Relevant



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Coursework”). Use phrases from the job description to the extent possible in highlighting your relevant experience. It is not necessary to highlight Bar admission at the top (as you would for a legal resume), but include it. Highlight specific industry experience, as well as relevant conferences, certifications, CLE’s, and coursework. Sample compliance resumes are available in the Symplicity Document Library (Resources Tab).

- ✓ **Take the Bar Exam!** Take the exam right after graduating law school even if you have no plans to work in traditional attorney role.
- ✓ **Keep an Eye on the News:** Follow companies that get in trouble with regulators, as this could indicate a trend in job growth.

**Career Paths/Sample Job Titles** (*job titles below are helpful for key-word search on Symplicity, Indeed, LinkedIn, and other job sites*) – more comprehensive list in “Careers in Compliance, JDs Wanted” by Richard L. Hermann (2017).

- Compliance Associate/Compliance Analyst (two of the most common titles for entry level positions)
- Compliance Officer
- Title IX Coordinator
- Data Privacy Manager
- Chief Security Architect
- Compliance Specialist
- Wage and Hour Investigator
- Environmental Protection Specialist
- Bank Investment Compliance Officer
- China Compliance Manager
- ADA Compliance Manager
- Assistant Compliance Officer
- NCAA Compliance Manager
- Equal Opportunity Compliance Specialist
- Global Compliance Officer
- Director of Corporate Compliance
- Code of Ethics Compliance Manager
- Compliance Program Auditor
- Federal Contract Compliance EEO Specialist
- Data Protection Compliance Advisor
- Consumer Lending Compliance Director
- Tax Compliance Officer
- Legal Compliance Officer
- Program Integrity Specialist
- Research Compliance Officer – Clinical Trials
- Higher Education Compliance Officer



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- Utilities Compliance Officer
- K-12 School Compliance Officer
- Securities Compliance Examiner
- Advertising Compliance Director (deals with social media regulations)
- Quality Assurance and Monitoring Associate

## Professional Associations & Networking Organizations

***\*Many of the sites below include job boards and information on membership, training, professional certification programs, and conferences.***

- Health Care Compliance Association (HCCA)
  - <https://www.hcca-info.org/CareerCenter/JobBoard.aspx>
- International Association of Privacy Professionals
  - <https://iapp.org/> (offers CIPP certification, often obtained by health care compliance professionals)
- Society of Corporate Compliance and Ethics (SCCE)
  - <https://www.corporatecompliance.org/>
- Association of Certified Financial Crime Specialists
  - <https://careers.acfcs.org/> (financial crimes job board across multiple industries)
- Joint Commission (accredits and certifies around 20,000 U.S. healthcare organizations and programs):
  - <https://www.jointcommission.org/>
- Health Ethics Trust
  - <https://healthethicstrust.com/>
- American Society for Healthcare Risk Management
  - <http://www.ashrm.org/>
- National Society of Compliance Professionals (NSCP)
  - <https://nscp.org/>
- National Health Care Anti-Fraud Association (NHCAA)
  - <https://www.nhcaa.org/resources/career-connection.aspx>
- International Association of Risk and Compliance Professionals (IARCP)
  - <http://www.risk-compliance-association.com/>
- Association of Certified Anti-Money Laundering Specialists (AML and financial crime detection and prevention professionals)
  - <https://www.acams.org/>



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- Ethics & Compliance Initiative (ECI) Job Bank
  - <https://www.ethics.org/jobs/>
- Securities Industry and Financial Markets Association (SIFMA)
  - [www.sifma.org](http://www.sifma.org)
  - SIFMA Compliance and Legal Society:  
<https://www.sifma.org/for-members/societies/cl/>
- American Bankers Association (ABA)
  - <https://www.aba.com/Compliance/Pages/default.aspx>
- Association of Certified Fraud Examiners (ACFE)
  - <http://www.acfe.com/>
- Futures Industry (FIA) – Compliance Division meets in Baltimore once a year. Review FIA Smart Brief for important filings.
  - <https://fia.org/>
- Higher Education Compliance Alliance
  - <http://www.higheredcompliance.org/about/>
- The National Association for Athletics Compliance
  - <http://naac.nacda.com/home>
- International Compliance Association
  - <https://www.int-comp.org/>
- Federation of Regulatory Counsel
  - <http://www.forc.org/>
- Regulatory Compliance Association
  - <https://rcaonline.org/about/>
- Association of Insurance Compliance Professionals
  - <https://www.aicp.net/>

***JOB SEARCHING TIP:*** Many large corporations and banks use HR portals for job postings. Students and alumni need to be proactive, find these sites, and set up job alerts. These alerts are usually good for 60-90 days and must be renewed. Create accounts on the sites of companies that post compliance/trust administration/AML/other JD Advantage positions: e.g., JP Morgan, Wells Fargo, Citi, PNC, TDBank, Goldman Sachs, Wilmington Trust, etc. It is helpful to create a job search on the sites using the keyword “law.”

## Additional Job Boards and Resources

- LinkedIn.com and Indeed.com – use keyword “compliance”
- Compliance Crossing (job board): <https://www.compliancecrossing.com/>
- General Compliance Jobs: <https://compliancejobs.com/>
- Ethics and Compliance Officer Association (ECO) job bank:
- Compliance Week (information on corporate governance, risk and compliance): <https://www.complianceweek.com/>
- Compliance Insights: <https://www.corporatecomplianceinsights.com/>
- eFinancial Careers: [www.efinancialcareers.com](http://www.efinancialcareers.com)
- AML Source (career center for anti-money laundering and financial crime professionals): [www.amlsource.com](http://www.amlsource.com)



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- Financial Crimes Jobs: [www.fincrimejobs.com](http://www.fincrimejobs.com)
- FINRA: <http://www.finra.org/about/careers> (internships and online courses available)
- FINRA Webinars: <http://www.finra.org/industry/online-learning>
- American Health Lawyers Association job bank: <https://careercenter.healthlawyers.org/>
- Higher Education (e.g., Title IX Compliance and University Compliance Officer Jobs):
  - <https://www.higheredjobs.com/default.cfm>
  - <https://www.nacua.org/news/career-center>
  - <https://careers.urmia.org/jobseekers/>
- Dragon Jobs (Drexel University job board): <https://drexel.edu/scdc/career-services/searching-for-job/dragon-jobs/>
- Environmental Law, Policy and Regulation Jobs
  - <http://www.ecojobs.com/environmental-policy-and-regulation-jobs.htm>
- Aegis Compliance & Ethics/Ankura – monthly compliance webinars: <http://aegis-compliance.com/compliance-roundup-webinars>
- Compliance Blogs – Davis Polk’s Corporate Governance Blog
  - <https://www.davispolk.com/practices/corporate/corporate-governance/>
- Podcast on breaking into compliance: <http://complianceandethics.org/unfair-unbalanced-with-tom-fox-roy-snell-episode-3/>
- Practicing Law Institute (PLI) -- for CLE information: <https://www.pli.edu/>

## Certifications

**\*NOTE:** There are many law school training programs, which range from one-day seminars to online certifications and LL.M. programs, as well as certificate programs administered by professional associations and other industry-specific organizations. Examples are below.

- **Kline School of Law Compliance Certificate Programs:** Criminal Law; Cybersecurity and Information Privacy Compliance; Financial Regulatory Compliance; Health Care Compliance; Higher Education Compliance; Human Resources Compliance; NCAA Compliance and Sports Law
  - <https://drexel.edu/law/academics/masters-certificate-programs/compliance-certificate-program/compliance-certificate-requirements/#health>
- **Data Privacy and GDPR Training at Drexel:** The Kline School of Law has partnered with IAPP to offer in-person training and certification programs for those looking to advance their career in information privacy. The two-day courses are taught on campus by Kline Law professors Paul Flanagan and Jordan Fischer, preparing you to take the CIPP/E and CIPM certification exams.
  - <https://drexel.edu/law/academics/masters-graduate-programs/iapp-certification-training/>
- **CIPP** -- Certified Information Privacy Professional
  - <https://iapp.org/certify/cipp/>
- **CIPM** – Certified Information Privacy Manager



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- <https://iapp.org/certify/cipm/>
- **ACAMS** -- Certified Anti-Money Laundering Specialist certification (some employers look for this certification on a resume and will accept a candidate with less experience who has it):
  - <https://www.acams.org/>
- **CFCS** – Certified Financial Crime Specialist
  - <https://www.acfcs.org/>
- **CRCM** – Certified Regulatory Compliance Manager
  - American Bankers Association offers additional certifications in AML/Fraud, Enterprise Risk, and other areas)
  - <https://www.aba.com/Training/Certifications/Pages/default.aspx#>
- **Compliance Certification Board** -- includes healthcare privacy compliance (CHPC), Healthcare Compliance (CHC), Healthcare Research Compliance (CHRC), and more.
  - <https://www.compliancecertification.org/default.aspx>
- **CFE** -- Certified Fraud Examiner certificate for work in compliance, risk management, investigations, and governance.
  - <https://www.acfe.com/>
- **Cannon Financial certification program**
  - <http://www.cannonfinancial.com/>
- **LORMAN** -- offers compliance programs in a wide variety of areas and in multiple formats
  - <http://www.lorman.com/>
- **OSHA Compliance Certificate** – National Safety Council
  - <https://www.nsc.org/home>
- **Regulatory Affairs Certificates** (pharmaceuticals and medical devices)
  - <https://www.raps.org/>
- **HR Certification Institute**
  - <https://www.hrci.org/>
- **CRCMP** – Certified Risk and Compliance Management Professional
  - <https://risk-compliance-association.com/>
- **FINRA Compliance Boot Camp**: <http://www.finra.org/industry/compliance-boot-camp>
- **CHFCE** -- Certified Hedge Fund Compliance Expert
  - <https://www.hedge-funds-association.com/Distance Learning and Certification.htm>
- **Environmental and Quality Certification Programs** – ABS Consulting (e.g., Clean Air Compliance Specialist)
  - <https://www.abs-group.com/Training/Certification-Programs/>
- **Certified Securities Compliance Professional**
  - <https://nscp.org/>



## Salary Range for Compliance Jobs

CORPORATE ACCOUNTING		PERCENTILES			
	TITLE	25th	50th	75th	95th
Corporate Accounting	Chief Financial Officer <sup>a</sup>	121,250	196,750	239,250	497,250
	Treasurer <sup>a</sup>	111,250	188,750	230,250	484,000
	Vice President of Finance <sup>a</sup>	106,750	180,250	219,750	402,250
	Director of Finance <sup>a</sup>	101,500	148,750	164,750	247,750
	Director of Accounting	96,750	143,250	161,750	225,250
	Director of Financial Reporting	94,250	137,750	160,500	232,500
	Corporate Controller <sup>a</sup>	105,500	173,750	197,750	262,750
	Divisional Controller <sup>a</sup>	101,000	143,000	161,750	223,000
	Controller <sup>a</sup>	92,000	118,250	140,500	207,750
	Assistant Controller <sup>a</sup>	72,750	106,250	127,250	172,000
	Assistant Treasurer	71,000	93,250	111,000	170,500
	Tax Director <sup>a</sup>	111,000	139,000	166,750	267,000
	Tax Manager <sup>b</sup>	92,000	107,000	127,000	163,750
Compliance	Chief Compliance Officer	132,750	169,250	201,000	265,750
	Compliance Director	114,250	138,500	164,750	205,000
	Compliance Officer	84,750	102,750	122,250	161,750
	Senior Compliance Analyst	72,750	87,250	104,250	124,000
	Compliance Analyst	63,500	77,000	92,250	102,500

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FINANCIAL SERVICES	TITLE/EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Finance and Accounting (continued)	Regulatory Reporting – Manager	74,750	112,000	123,250	141,500
	Regulatory Reporting 3 to 5 Years	60,000	76,500	85,750	112,750
	Regulatory Reporting 1 to 3 Years	49,250	58,750	70,750	93,250
	Financial Analyst	59,250	77,500	84,000	111,250
	Business Systems Analyst	75,000	89,250	104,750	136,500
	Tax Accountant	55,500	67,500	80,250	105,000
Risk and Compliance	Chief Risk Officer	146,250	177,000	211,250	278,750
	Market Risk Analyst – Manager	97,500	118,000	140,000	185,750
	Market Risk Analyst 3 to 5 Years	72,500	87,250	103,500	136,750
	Credit Risk Analyst – Manager	81,500	98,500	116,500	153,500
	Credit Risk Analyst 3 to 5 Years	68,000	82,750	98,250	129,250
	Operational Risk Analyst – Manager	80,750	97,500	115,750	153,250
	Operational Risk Analyst 3 to 5 Years	62,500	74,250	89,500	116,750
	Chief Compliance Officer	164,750	200,000	246,250	313,500
	Compliance Officer	84,750	123,500	136,500	161,750
	Compliance Manager	77,000	113,000	127,250	146,000
	Compliance Analyst	67,750	82,250	97,500	128,750
	Anti-Money Laundering Specialist	66,500	81,750	97,250	128,000
	Fraud Investigator	58,250	71,750	85,250	112,500
	Regulatory Affairs Specialist	72,750	87,000	103,500	136,750



# CAREERS CHECKLIST

## COMPLIANCE

# Introduction

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A Compliance Department holds accountable a business to the compliance with all applicable laws, regulations and rules, and it plays an essential role in helping to preserve the integrity and reputation of a corporation, whether it is a bank, hospital, pharmaceutical company, or other business. Compliance careers offer a range of opportunities and are described as JD Advantage jobs, meaning that a law degree is considered highly advantageous but not always required for hiring purposes. Law school graduates are highly valued in compliance fields because they possess strong research, analytical, and communication skills. Compliance positions vary from industry to industry; there may be more opportunities for a particular type of compliance work depending on your geographic location. For instance, anti-money laundering (AML) compliance is specific to banks, so you'll see a wider variety of jobs for AML compliance in banking headquarters such as Wilmington, DE, Charlotte, NC, New York, NY, and Washington, DC. You can find compliance positions in hospitals (privacy/health law compliance), banks (AML), businesses (cybersecurity, privacy, human resources, and ethics, including the Foreign Corrupt Practices Act), and higher education (Title IX, Clery Act), to name a few.

This checklist outlines key questions you should ask yourself as you pursue a compliance career.

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## Is compliance for you?

It depends. National employment statistics for recent law school graduates clearly demonstrate that JD Advantage careers continue to grow in popularity. The key is knowing if the fit is right for you. Shifting from a traditional lawyer position into an exciting, fast-paced role of business advising can be a positive move and offer a unique opportunity if it aligns with your strengths, interests, and values. Your legal training is valuable to complement the other competencies required of compliance professionals.

If you are exploring compliance options, schedule a meeting with your career services office and speak with an advisor. Your school may have specific resources and contacts that will help you make a decision that's right for you. Consider taking a questionnaire such as LawFit or Attorney Assessment. Both are designed with lawyers in mind and include JD Advantage options in the results.

Also consider more general assessments such as the Myers-Briggs Type Indicator (MBTI), Strong Interest Inventory, or Strengths Finder ([www.strengthsfinder.com](http://www.strengthsfinder.com)). While no test result should be the last word in your career planning arsenal, taking an assessment can help you see beyond traditional practice areas and imagine other possibilities.

## What skills are most valuable to compliance professionals?

### Communication skills

Are you able to communicate with different kinds of people, particularly business managers and executives who have special expertise and want to achieve a particular outcome? Do you have the ability to convey your research and provide guidance that protects the company? Can you write clearly and concisely? Can you speak with authority and translate complex regulatory issues into Plain English?

### Investigatory

You need to dig deep and leave no stone unturned. Are you the type of person who truly enjoys researching until you are satisfied that you have exhausted all avenues of inquiry?

### Research and analytical skills

Compliance professionals possess strong research and analytical skills with an emphasis on analyzing laws and regulations to insure that a company's interests are legally protected. Are these your strengths?

### Risk assessment skills

Are you able to assess all of the pros and cons surrounding an issue? What's truly important and what's less important to help others make good decisions that are in the best interests of the business? Are you able to challenge existing processes or products?

## Precision skills

Are you good at making sure the i's are dotted and the t's are crossed? Do you routinely use grammar correctly and account for all of the pages? Do you habitually use spellcheck and proofread for typographical, formatting, and factual errors?

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## What courses should you take?

- ✓ **Statutory/regulatory courses are a natural place to start.** Courses that deal with statutory or regulatory issues, such as SEC, FINRA, FEC, FCC, or FDA law, are valued. Learn how Dodd-Frank works. Study Title IX compliance issues. Understand regulations relating to environmental law. Find the law school courses that have these types of components.
- ✓ **If your school offers specific courses in compliance, cybersecurity, or privacy issues, then take those.** Speak to your law school's registrar to learn what courses will be offered in the next two to three semesters. Law schools plan ahead and it's helpful for you to understand what will be offered – and what may be offered next semester and won't be offered again until after you graduate!
- ✓ **Find out if your school offers a Master's in Legal Studies (MLS) degree or certificate courses in compliance.** Sometimes there are great courses hiding in plain view at your law school, but you need to investigate. Some law schools now offer MLS degrees specifically in the area of compliance. If this is the case, ask your faculty advisor and registrar for a list of offerings and learn if you can cross-register for courses that pertain to compliance.
- ✓ **Explore business school offerings.** If your law school is part of a larger university and has a business school, you may want to explore if the business school offers compliance courses that would enhance your knowledge and build your resume.

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## What certifications should you acquire?

Earning a certification and adding this credential to your resume can help set you apart from other candidates. Consider the following certifications as a starting point in your compliance career exploration:

- ✓ **ACAMS ([acams.org](http://acams.org))** offers a Certified Anti-Money Laundering Specialist certification that is consid-

ered a useful credential when applying to banking compliance positions. There are also local ACAMS chapters you can join after joining the larger national ACAMS organization.

- ✓ **CFE ([acfe.com](http://acfe.com))** offers a Certified Fraud Examiner credential that enables you to work in compliance, risk management, investigations, and governance.
- ✓ **IAPP ([iapp.org](http://iapp.org))**, the International Association of Privacy Professionals, is the largest and most comprehensive global information privacy community and resource. Founded in 2000, the IAPP is a not-for-profit organization that helps define, support and improve the privacy profession globally. IAPP offers several privacy law certifications to demonstrate your command of relevant laws and regulations.
- ✓ **The HR Certification Institute (<https://www.hrci.org/>)** offers several human resources certification options.
- ✓ **Certified Compliance & Ethics Professional ([www.compliancecertification.org](http://www.compliancecertification.org))** offers a variety of certifications in general compliance, healthcare privacy compliance (CHPC), Healthcare Compliance (CHC), Healthcare Research Compliance (CHRC), and more.
- ✓ Depending on the industry, **securities licenses** (e.g., Series 6) may be useful.

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## What's the best work experience?

There are many avenues into compliance, and it depends on many factors such as whether or not the role is entry-level, mid-level, or senior. The good news is that many work experiences are viewed favorably for compliance roles, including work experience at law firms, government agencies, and in-house legal departments. It all goes back to your skills, academic courses, and certifications.

Prosecutors are valued because they possess strong investigatory skills. Law students and lawyers who have worked in government agencies are viewed favorably because they have served as the regulators and have industry-specific experience. If possible, get experience in the industry to learn the business issues and regulatory challenges. For instance, prior work at the Securities and Exchange Commission can translate into in-depth knowledge of federal securities law and banking regulations.

Students in the final year of law school may still have time to gain some work experience, however brief, to make their resumes stand out. Consider a short stint (paid, unpaid, volunteer, or internship for academic credit) to get yourself in the door and learning about a target industry with an eye toward compliance.

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## Cultivate Your Network

Networking is an important aspect of any job search and compliance jobs are no exception. In addition to developing a strong resume, you should cultivate relationships with compliance professionals to gain inside knowledge about what a particular business is hiring for. Here are some ways to build your network to maximize opportunities in compliance:

### Start with your law school career services office.

Ask an advisor to help identify graduates who work in compliance and schedule informational interviews with alumni.

### Faculty members can also be very helpful in your quest to connect with compliance experts.

Adjunct professors who teach compliance courses may have very strong networks in the area. Ask for assistance making these connections.

### Attend compliance programs at your law school.

Attend programs featuring compliance professionals sponsored by your law school career services office or student groups. These types of programs present golden opportunities to hear first-hand about entry into compliance careers and to connect with the speakers who are often alumni and inclined to help.

### Utilize alumni directories

Alumni directories (law school and undergraduate) enable you to identify graduates who are working in compliance fields. You can use a keyword search or search using titles such as **Chief Compliance Officer** to guide you.

### Network with bar associations

Some bar associations have specific committees for lawyers working in compliance. For instance, the New York City Bar association has a Compliance Committee that attracts lawyers with compliance-related jobs and holds panel discussions and other forums for lawyers to network and learn throughout the year.

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## How should you present your credentials on your resume and cover letter?

- ✓ **Highlight transferable legal skills** such as investigation, research, drafting, and analysis.
- ✓ **Choose your words carefully.** Some companies scan resumes and then search by keyword, so be sure to craft your resume to use words that mimic a job posting's language.
- ✓ **Emphasize experience with technology, as well as prior professional experience**, particularly back-office operations in the industry you are focusing on. These types of skills or experiences are typically not listed on traditional law resumes, but you need to think expansively about the range of experiences and skills you've acquired outside of traditional law practice. For example, if you worked as a bank teller during college but dropped that information from your law school resume because of space limitations, it may be prudent to list it again for purposes of AML positions to draw attention to your prior consumer banking experience.
- ✓ **List specific courses that are compliance-oriented** such as Introduction to Compliance, Securities Regulation, Cybersecurity and Privacy Law, Health Law Regulations, etc.
- ✓ **List relevant certifications** prominently on your resume.

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## What is a career path like in compliance?

The trajectory of a compliance career depends on the industry, whether it is banking, pharmaceuticals, hospitals, higher education, or corporations. Law graduates who enter compliance can find lateral opportunities with an employer, using their legal training to add value, rising to management or supervisory roles. There may also be opportunities to move between employers, enter business consulting with one's area of expertise, or even move into a law firm if one's expertise is valued as an asset in advising clients. While some individuals move between law and business seamlessly, it's difficult to stay current in two professions simultaneously so be sure you are making a well-reasoned decision when you choose compliance as it's unusual to move to a law firm. Staying involved with local bar associations and maintaining a strong network of business contacts helps to keep your options open.

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## Other Resources

- ✓ *Careers in Compliance* by Richard L. Hermann offers in-depth advice, websites, and resources.
- ✓ *The New What Can You Do with a Law Degree?* by Dr. Larry Richard and Tanya Hanson offers a step-by-step guide for law students or lawyers who are contemplating a JD advantage career.
- ✓ Explore jobs on LinkedIn (keyword “[compliance](#)”) and [Indeed.com](#) to gain more familiarity with openings in your area. You can create a saved search that will automatically generate a list of openings daily.

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## Getting Started

### Decide if compliance is right for you.

Conduct research and explore through books, articles, websites, informational interviews, and career counseling.

### Plan your courses with an eye toward compliance.

If you are still in law school, take courses that deal with compliance issues so you can expand your knowledge and get to know professors who may assist you in your career exploration. If you attend a law school that is part of a larger university, ask about courses offered through the business school, the engineering school, or the public health school that focus on compliance issues. Some law schools now offer masters programs (non-JD) that teach compliance and those courses may also be available to you as a JD student.

### Draft a resume with a compliance position in mind.

There’s more than one way to draft a resume! Compliance resumes look different from traditional law school resumes. Ask your career services office for examples and revise your resume to conform to compliance employers. Consider listing compliance courses that you have taken or plan to take to highlight your commitment to compliance work.

### Build your network.

Engage in informational interviews with alumni, faculty, and others who are working in compliance. These individuals can help answer your questions, identify job opportunities, and coach you about how to succeed with applications and in interviews. Your career services office can help you identify alumni who work in compliance.

Like any career exploration, you need to cultivate relationships and find allies to assist you.

### Determine if you need a certification in your area of interest.

Earning a certification as a Certified Anti-Money Laundering Specialist or Certified Fraud Examiner can help distinguish you from the competition. Conduct your research and determine if you can tick off a certification while in law school to boost your candidacy.

### Use LinkedIn and other search engines effectively.

Both LinkedIn and [Indeed.com](#) are good places to start exploring job postings in the compliance field (with the understanding that it’s equally important to build your network). You can set up job search alerts on each site that will identify when compliance jobs that fit your profile are listed.

### Understand the hiring timeline for compliance jobs.

Unlike most legal jobs that begin with a full-time, long-term offer, many compliance employers — particularly banks — may initiate the hiring process with full-time, short-term contract positions. Candidates are paid an hourly rate and trained in a particular compliance function for an assignment that may last several months. At the end of the contract period, a few candidates are asked to remain and are trained further and ultimately receive full-time, long-term offers with salaries. Understanding the hiring practices in a particular compliance field will make you a more sophisticated job applicant. ■

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# CAREERS CHECKLIST

CYBERSECURITY, PRIVACY,  
AND DATA PROTECTION



Download this resource at  
[www.nalp.org/careerservices](http://www.nalp.org/careerservices)

# Introduction

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Careers in cybersecurity, privacy, and data protection offer a range of opportunities and are described as JD Advantage jobs, meaning that a law degree is considered highly advantageous but not always required for hiring purposes. Law school graduates are highly valued in cybersecurity, privacy, and data protection fields because they possess technical experience as well as strong research, analytical, and communication skills. Cybersecurity, privacy, and data protection positions exist in all industries including banking and finance, insurance, medical, retail and hospitality, and education to name a few.

This checklist outlines key questions you should ask yourself as you pursue careers in cybersecurity, privacy, or data protection.

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## Definitions

Let's begin by defining cybersecurity, privacy, and data protection, as each is unique to itself albeit connected to one another.

- ✓ **Cybersecurity** is the process of and the protection against criminal or unauthorized use of electronic data. Online retailers are required to protect consumers' payment information from hackers and other nefarious individuals and organizations.
- ✓ **Privacy** is typically a regulation or statute that protects a person's right to be left alone as well as how an individual's financial, medical, and other personal information may be collected, stored, and released.
- ✓ **Data protection** is the safeguarding of important information from corruption, compromise, or loss. For example, when your doctor's office has a duty to safeguard data regarding your medical history, insurance, and payment information.

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## Is cybersecurity, privacy, or data protection for you?

It depends. National employment statistics for recent law school graduates clearly demonstrate that JD Advantage careers continue to grow in popularity. The key is knowing if the fit is right for you. Shifting from a traditional lawyer position into an exciting, fast-paced role of business advising can be a positive move and offer a unique opportunity if it aligns with your strengths, interests, and

values. Your legal training is valuable and complements the other competencies required of cybersecurity, privacy, and data protection professionals.

Keep in mind that the fields of cybersecurity, data privacy, and data protection are new frontiers. The laws and regulations that exist today did not exist a few years ago. Individuals who work in the areas of cybersecurity, privacy, and data protection need to be innovative, creative, patient, and persuasive. You will literally be writing the laws that will govern the future of an ever-evolving tech world.

If you are exploring cybersecurity, privacy, or data protection options, schedule a meeting with your career services office and speak with an advisor. Your school may have specific resources and contacts that will help you make a decision that's right for you.

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## What skills are most valuable to cybersecurity, privacy, and data protection professionals?

### Technology skills

Do you have experience with computers? Coding? Do you have a bachelor's degree in Information Technology, Data Forensics, or Computer Engineering? Degrees and technical experience offer insight and skills that coupled with a JD move a candidate forward in cybersecurity, privacy, and data protection positions.

### Problem-solving skills

Are you able to spot the forest through the trees? Do you operate well in the gray? Are you able to assess all of the pros and cons surrounding an issue? What's truly important and what's less important to help others make good decisions that are in the best interests of the business? Are you able to challenge existing processes or products?

### Written Communication skills

Do you have strong technical writing skills? Do you have the ability to convey your research and provide guidance that protects the company? Can you write clearly and concisely? Are the i's dotted and the t's crossed? Is the grammar correct and are all the pages accounted for? Did you use spellcheck and proofread for typographical, formatting, and factual errors?

### Oral Communication skills

Are you able to communicate with different kinds of people, particularly IT staff and management, executives, and legislators? Can you "talk techie"? Can you speak with authority and translate complex regulatory issues into plain English?

### Investigatory skills

You need to dig deep and leave no stone unturned. Are you the type of person who truly enjoys researching until you are satisfied that you have exhausted all avenues of inquiry?

### Research and analytical skills

Do you possess strong research and analytical skills with an emphasis on analyzing laws and regulations to insure that a consumer or a company's interests are legally protected?

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## What courses should you take?

- ✓ **Begin with courses in Privacy Law, Legal Technology, Cybercrime, or Internet Law courses.** Courses that deal with privacy issues or technology are valued. Find the law school courses that have these types of components.

- ✓ **Enroll in specific courses in compliance, cybersecurity, privacy issues, consumer protection, Internet law, legislation, or administrative law.** Speak to your law school's registrar to learn what courses will be offered in the next two to three semesters. Law schools plan ahead and it's helpful for you to understand what will be offered – and what may be offered next semester and won't be offered again until after you graduate!
- ✓ **Take courses at another law school.** If your school does not offer specialized and relevant courses, are you able to take such courses online or at another school nearby? Again, check with your registrar to learn about taking courses at other schools.
- ✓ **Pursue an LL.M. in Cyber Law, Technology, or the like.** Some LL.M. programs will offer a more refined look at topics related to cybersecurity, privacy, and data protection. Consider LL.M. programs from law schools outside the United States.
- ✓ **Find out if your school offers a Master's in Legal Studies (MLS) degree or certificate courses in cybersecurity, privacy, or data protection.** Sometimes there are great courses hiding in plain view at your law school, but you need to investigate. Some law schools now offer MLS degrees specifically in the area of privacy or cybersecurity. If this is the case, ask your faculty advisor and registrar for a list of offerings and learn if you can cross-register for courses that pertain to cybersecurity, privacy, and data protection.
- ✓ **Explore business school offerings.** If your law school is part of a larger university and has a business school, you may want to explore if the business school offers compliance, cybersecurity, privacy, and data protection courses that would enhance your knowledge and build your resume.

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## What certifications should you acquire?

Earning a certification and adding this credential to your resume can help set you apart from other candidates. Consider the following certifications as a starting point in your cybersecurity, privacy, and data protection career exploration:

- ✓ **IAPP** ([iapp.org](http://iapp.org)), the International Association of Privacy Professionals, is the largest and most comprehensive global information privacy community and resource. Founded in 2000, the IAPP is a not-for-profit organization that helps define, support and improve the privacy profession globally. IAPP offers several privacy law certifications to demonstrate your command of relevant laws and regulations.
- ✓ **CompTIA Cybersecurity Analyst (CySA+)** Certification is an international, vendor-neutral cybersecurity certification that applies behavioral analytics to improve the overall state of IT security. CySA+ validates critical knowledge and skills that are required to prevent, detect and combat cybersecurity threats.
- ✓ **Certified Cyber Forensics Professional (CCFP)** “CCFP certification indicates expertise in forensics techniques and procedures, standards of practice, and legal and ethical principles to assure accurate, complete, and reliable digital evidence admissible in a court of law. It also indicates the ability to apply forensics to other information security disciplines, such as e-discovery, malware analysis, or incident response.”

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## What’s the best work experience?

There are many avenues into cybersecurity, privacy, and data protection, and it depends on many factors such as whether or not the role is entry-level, mid-level, or senior. The good news is that many work experiences are viewed favorably for such roles, including law firms, government agencies, and in-house legal departments. It all goes back to your skills, academic courses, and certifications.

If possible, get experience in the industry to learn the business issues and regulatory challenges. For instance, prior work in banking and finance can translate into in-depth knowledge of the protection of financial data or experience in cloud management can assist with cybersecurity regulations.

In your final year of law school, you may still have time to gain some work experience, however brief, to make your resume stand out. Consider a short stint (paid, unpaid, volunteer, or internship for academic credit) to get yourself in the door and to learn about a target industry with an eye toward cybersecurity, privacy, or data protection.

It is equally important to highlight relevant pre-law school experience. Do not assume that prior experience,

at any level, will be of limited use to a prospective employer. Such experience in areas like technology, coding, forensics, lobbying, and public policy coupled with legal experience in drafting regulations, white papers, or other industry-specific experience will be of great use.

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## Cultivate Your Network

Networking is an important aspect of any job search and jobs in cybersecurity, data protection, and privacy are no exception. In addition to developing a strong resume, you should cultivate relationships with cybersecurity, privacy, and data protection professionals to gain inside knowledge about what a particular business is hiring for. Here are some ways to build your network to maximize opportunities in cybersecurity, privacy, and data protection:

**Start with your law school career services office.**

Ask an advisor to help identify graduates who work in cybersecurity, privacy, or data protection and schedule informational interviews with alumni.

**Ask faculty members to connect you with cybersecurity, privacy, and data protection experts.**

Adjunct professors who teach cybersecurity, privacy law, or data protection courses may have very strong networks in the area. Ask for assistance making these connections.

**Attend cybersecurity, privacy, or data protection programs at your law school.**

Attend programs featuring cybersecurity, privacy, and data protection professionals sponsored by your law school career services office or student groups. These types of programs present golden opportunities to hear first-hand about entry into cybersecurity, privacy, and data protection careers and to connect with the speakers who are often alumni and inclined to help.

**Utilize alumni directories (law school and undergraduate) that enable you to identify graduates who are working in cybersecurity, privacy, and data protection fields.**

You can use a keyword search or search using titles such as Chief Privacy Officer, Government Privacy Analyst, Cybersecurity Trainer, Vulnerability Analyst, Threat Intelligence Analyst, or Security Engineer, to guide you.

Seek out bar associations specific committees for lawyers working in cybersecurity, privacy, and data protection.

For instance, the American Bar Association Cybersecurity, Privacy, & Data Protection Committee attracts lawyers with cybersecurity, privacy, and data protection-related jobs and holds panel discussions and other forums for lawyers to network and learn throughout the year.

Join professional associations such as the International Association of Privacy Professionals (IAPP) or the Information Systems Security Association (ISSA).

Such associations offer student memberships, access to certification, conferences and trainings, and many opportunities for networking and building relationships.

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### How should you present your credentials on your resume and cover letter?

- ✓ **Highlight transferable legal skills** such as investigations, research, drafting, and analysis.
- ✓ **Choose your words carefully.** Some companies scan resumes and then search by keyword, so be sure to craft your resume to use words that mimic a job posting's language.
- ✓ **Emphasize experience with technology, forensics, regulations, lobbying, as well as prior professional experience,** particularly back-office operations in the industry you are focusing on. These types of skills or experiences are typically not listed on traditional law resumes, but you need to think expansively about the range of experiences and skills you've acquired outside of traditional law practice.
- ✓ **List specific courses that are privacy or security-oriented** such as Cybersecurity and Privacy Law, Health Law Regulations, etc.
- ✓ **List relevant certifications prominently on your resume.** This section may also include relevant legal certifications and licenses.

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### What is a career path like in cybersecurity, privacy, and data protection?

The trajectory of a cybersecurity, privacy, or data protection career depends on the industry, whether it is banking, hospitals, higher education, or corporations. Law graduates who enter the cybersecurity, privacy, or data protection fields can find lateral opportunities with an employer, using their legal training to add value, rising to management or supervisory roles. There may also be opportunities to move between employers, entering business consulting with one's area of expertise, or even moving into a law firm if one's expertise is valued as an asset in advising clients. While some individuals move between law and business seamlessly, it's difficult to stay current in two professions simultaneously so be sure you are making a well-reasoned decision when you choose cybersecurity, privacy, or data protection as it's unusual to move to a law firm. Staying involved with local bar associations and maintaining a strong network of business contacts helps to keep your options open.

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### Other Resources

- ✓ *Data Protection Practice* by Richard L. Hermann offers in-depth advice, websites, and resources.
- ✓ *Privacy, Law Enforcement, and National Security* by Daniel J. Solove and Paul M. Schwartz offers insight into cases related to government surveillance and national security.
- ✓ *Cybersecurity Law* by Jeff Kosseff offers an "in-depth analysis of U.S. and international laws that apply to data security, data breaches, sensitive information safeguarding, law enforcement surveillance, cyber-criminal combat, privacy, and many other cybersecurity issues."
- ✓ *The New What Can You Do with a Law Degree?* by Dr. Larry Richard and Tanya Hanson offers a step-by-step guide for law students or lawyers who are contemplating a JD advantage career.
- ✓ Explore jobs on LinkedIn (keywords "cybersecurity"; "privacy"; or "data protection") and [Indeed.com](https://www.indeed.com) to gain more familiarity with openings in your area. You can create a saved search that will automatically generate a list of openings daily.

# Getting Started

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Decide if the world of cybersecurity, privacy, and data protection is right for you.

Conduct research and explore through books, articles, websites, informational interviews, and career counseling.

Plan your courses with an eye toward positions in cybersecurity, privacy, or data protection.

If you are still in law school, take courses that deal with cybersecurity, privacy, or data protection issues so you can expand your knowledge and get to know professors who may assist you in your career exploration. If you attend a law school that is part of a larger university, ask about courses offered through the business school or IT programs that focus on cybersecurity, privacy, or data protection issues. Some law schools now offer masters programs (non-JD) that teach cybersecurity, privacy, or data protection and those courses may also be available to you as a JD student.

Draft a resume with a cybersecurity, privacy, or data protection position in mind.

There's more than one way to draft a resume! Cybersecurity, privacy, or data protection resumes look different from traditional law school resumes. Ask your career services office for examples and revise your resume to conform to employers seeking to fill cybersecurity, privacy, or data protection positions. Consider listing relevant courses that you have taken or plan to take to highlight your commitment to cybersecurity, privacy, or data protection work.

Build your network.

Engage in informational interviews with alumni, faculty, and others who are working in cybersecurity, privacy, or data protection. These individuals can help answer your questions, identify job opportunities, and coach you about how to succeed with applications and in interviews. Your career services office can help you identify alumni who work in cybersecurity, privacy, or data protection. Like any career exploration, you need to cultivate relationships and find allies to assist you.

Use LinkedIn and other search engines effectively.

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Determine if you need a certification in your area of interest.

Earning a certification as a Cyber Security Analyst or Data Forensics Specialist can help distinguish you from the competition. Conduct your research and determine if you can tick off a certification while in law school to boost your candidacy.

Understand the career timeline for positions in cybersecurity, privacy, or data protection.

Unlike most legal jobs that begin with a full-time, long-term offer, many employers may initiate the hiring process with full-time, short-term contract positions. Candidates are paid an hourly rate and trained in a particular cybersecurity, privacy, or data protection function for an assignment that may last several months. At the end of the contract period, a few candidates are asked to remain and are trained further and ultimately receive full-time, long-term offers with salaries. Understanding the hiring practices in a particular cybersecurity, privacy, or data protection field will make you a more sophisticated job applicant and enable you to succeed in the long-term. ■

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# Sample Student Worksheet — JD Advantage Careers

*Follow these steps to engage in a meaningful JD Advantage job search. For the best results, partner with your career services office for coaching, feedback, and accountability.*

## STEP 1: ASSESS

*Determine why you are pursuing this career path. What is motivating this decision? List your key motivators and your strengths in pursuing this path.*

Consider taking an assessment such as LawFit, Attorney Assessment, Myers-Briggs, Strengths Finder, or Strong Interest Inventory to assess your key motivators and uncover your unique strengths. Knowdell Values Cards (available in some career services offices) also help you to identify your key values.

## STEP 2: EXPLORE

*Conduct research about the particular JD Advantage path that interests you. JD Advantage careers encompass nearly every occupation, so it helps to get specific. Are you interested in compliance? Within compliance are you interested in healthcare compliance, Anti-Money Laundering (AML), ethics, etc.? Learn about various options by exploring in the following ways:*

- Informational interviews
- Books
  - *The 21<sup>st</sup> Century Legal Careers Series* by Richard L. Hermann, an 18-volume series with titles such as: *JD Advantage Jobs in Corporations*; *Careers in Compliance*; and *Data Protection Practice*.
  - *The New What Can You Do With a Law Degree?* By Dr. Larry Richard and Tanya Hanson
  - *The Creative Lawyer: A Practice Guide to Authentic Professional Satisfaction* by Michael F. Melcher
- Career services articles or checklists

## STEP 3: CONNECT

*Jobs are most often found through relationships that we cultivate. In addition to responding to job postings, attending job fairs, and applying through websites, you should find ways to connect with people. For example:*

- **Professional organizations** offer great networking and learning opportunities. Determine the best organizations to join and attend programs.
- **LinkedIn** is an important social media tool for showcasing your interests and making connections. Make sure your LinkedIn profile is up-to-date and set an alert to receive job postings that meet your criteria. LinkedIn is also a good vehicle to publish short articles to increase your visibility. [Indeed.com](https://www.indeed.com) is also a good posting site for JD Advantage careers and for government hiring, use [USAJobs.gov](https://www.usajobs.gov) and follow their guidelines.

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# Sample Counselor Intake Form — JD Advantage Careers

Name: \_\_\_\_\_ Preferred Name (nickname): \_\_\_\_\_

## Why JD Advantage as a career choice?

*Start the conversation about what is motivating the student to pursue a JD Advantage career.*

## Strengths/Differentiators:

*Ask what differentiates them: prior work or volunteer experience, athletics, hobbies, etc. What is their Super Power?*

## Geographic preferences?

## Updated Résumé attached to Symplicity/12Twenty profile?

*A JD Advantage resume is different from a typical law school resume. Be sure to review ways to highlight experience, use keywords, etc. Also introduce the concept of portfolios!*

## Course planning suggestions:

*Which courses would optimize a JD Advantage career path? Think beyond JD offerings to MLS, business school, or related academic programs.*

## Future work experience suggestions (Clinic, pro bono, internship, etc.):

## Accreditation/Certification suggestions (ACAMS, CFE, IAPP, etc.):

## Diversity (check all that apply):

  
  

Asian/Pacific Islander

Black

Disabled

  
  

First Generation

Latino

LGBTQ

  
  

Native American

Veteran

## Next steps:

- ASSESS · EXPLORE · CONNECT
- Schedule follow up

Podcast Link-*Breaking into Compliance*

<http://complianceandethics.org/unfair-unbalanced-with-tom-fox-roy-snell-episode-3/>