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I'm Interested in Health Law—Now Where Can I Get a Job?

By Jennifer S. Bard, J.D., M.P.H.

Introduction

Health care is a trillion-dollar industry[1] that has grown exponentially over the past 10 years with very little sign of slowing. The demand for legal services has tracked the growth of the industry,[2] and, as a result, attorneys calling themselves "health lawyers" have grown from a small core of specialists to a large and diverse group of individuals who are as likely to specialize in bond issuance and tax planning as in torts or food and drug law. Moreover, the increasing regulation of health care has created substantial need for lawyers specializing in compliance with a vast array of federal, state and local regulations. Where 15 years ago most health law was done by small, specialized law firms, today many of the nation's biggest law firms have thriving health law practices. Health lawyers have several different professional organizations[3] as their numbers continue to increase. The American Health Lawyers' Association boasts that their "membership is diverse not only in background but in their practice areas and settings. More than 10,000 members strong, the membership of Health Lawyers includes in-house counsel, solo practitioners, health professionals, government attorneys, academicians, and students."[4] Whether you are attracted to health law because of its robust growth or because you have a pre-existing interest in the health care industry, this article will help you explore the vast opportunities available to lawyers with an interest in health law. It will also provide you with the information you need whether you are currently in law school or are thinking of applying to law school.

The demand for lawyers familiar with the special needs of the health care industry is reflected in the rapid expansion of health law programs in the nation's law schools.[5] Where 10 years ago there might have been a lone course in law and medicine, there is now a variety of courses in health law ranging from malpractice to financial transactions, from ethics to biotechnology. While perhaps a dubious honor, health care law programs have attracted the attention of *U.S. News & World Report* and are now ranked every year.[6] Increasingly, law schools are offering certificates in health law for J.D. level students and graduate studies in health law for those who already have law degrees. These degrees, called LLMs, can be excellent springboards for lawyers looking to change their specialty. The appendix of this article contains a listing of health law graduate programs.

This article came about while I was teaching on the faculty of the University of Texas Medical Branch in Galveston, Texas and was co-teaching with Dr. William J. Winslade.in the University of Houston Law Center's Health Law LLM program. It has expanded over time and now has a more general focus on getting a job in the health law field at any stage of your career. There are specific sections on individual situations such as looking for work right out of law school and for students getting an advanced degree in health law. My premise is that knowledge about the field of health law, whether it is biotechnology, patients' rights, hospital acquisitions, or regulatory work opens the door to a wide array of interesting career opportunities. In addition to the traditional law firm positions, I will discuss working for the government, a non-profit, a corporation, and in academe.

About This Guide

Writing this guide for students interested in health law presents the challenge of speaking to all of you in your diverse interests and stages in your life. Many people studying health law are already health care professionals. Others are looking for their first job of any kind. Among graduate students the range of experience is even more diverse. Backgrounds vary from individuals who have just graduated from law school to experienced malpractice attorneys and even hospital counsel. What you all share is a desire to work in the health care field. I hope this article will be helpful to you. Its goal is to gather in one place a range of jobs which may interest you.

As indicated in the over one hundred Web citations in this article, the Internet is an invaluable source for career advice. There are sites which list health care law jobs, academic jobs, non-profit jobs and government jobs. Many of these sites also allow you to post your resume so it will be available to potential employers. In looking for Web sites I used two search engines, Ask.com and Google.com. Any search engine with which you are familiar will probably work just as well.

First things first: a lot about finding a job is common sense, and you already have a lot of options available to you. Whether you are in law school or if you have already graduated, your school's career services office is your best overall job counselor. If you want to work outside your school's geographic area, the career services office can probably get you reciprocity at another school. In addition, there are dozens of books providing guidance on everything from identifying your interests to networking.[7] I recommend that you go to your career services office, a well-stocked bookstore or a public library and read as many of these as catch your eye. Each book has at least a useful nugget of information that will help you in your job search. My guiding theory for all career advice is that you spend too much of your life at work to do something

you do not like. Although your focus as a job seeker is often to get hired anywhere, in fact there will always be options. Time you spend finding out what you want to do is well spent. That is why my primary advice to job seekers in law school is to take advantage of externships and clerkship opportunities that will get you inside places where you think you would like to work. I will talk about this more later, but the best strategy for getting hired is to become known to the person doing the hiring.

The classic way to start out thinking about what kind of work you would like to do is to read Richard Bolles' *What Color Is Your Parachute*,[8] which takes you through a series of exercises to identify what kind of job would fulfill your work needs. That's important. In the throes of job hunting it often seems that any job with a paycheck and health insurance is a job you want. However, to let you in on a secret, the more the job is compatible with what you like to do, the more likely you will get it and, having gotten it, will enjoy it and grow professionally in it.

Another good book concerns the practicalities of legal job hunting: *Guerilla Tactics for Getting the Legal Job of Your Dreams*, by Kimm Alayne Walton, J.D.[9] Walton promises your money back if you use her "tactics" yet do not have a "job you'll enjoy" "doing interesting work with people you like" within "one year of the day you graduate."[10] Another book which I found very helpful is Barbara Sher's *WishCraft*.[11] She has written several books including a must read for second-career folks called *It's Only Too Late If You Don't Start Now*.[12]

As I hope this article will show you, there are many sources to find current listings for jobs that may interest you. Despite this plethora of information, the concept of the "hidden job market" is still a very real one. These are jobs that have not been advertised yet or may never be advertised. They may also be jobs that do not yet exist. This market is your opportunity to be proactive. Identify firms, agencies, or companies for whom you want to work. Using the Internet or a paper directory find the name of the person at the entity doing the work you want to do. In the case of a legal job outside of a law firm, this will often be someone in the office of the general counsel at a hospital or insurance company. For purposes of career exploration, it is always better to contact someone doing the job you want to do rather than the human resources or personnel office. It may well be necessary to file an application with this office when there is an official job opening, but with the increasing availability of information about institutions and their employees through the Internet, you do not need to go through the personnel office first.

Contacting people in the places where you want to work is an effective general strategy because even if they do not have a job opening, they are in the position of knowing about them. Please understand, however, that you are contacting these people for information and do not expect that they will have job openings. On the other hand, some organizations like a state's Attorney General's Office keep a pool of interesting candidates and consult it regularly when there is an opening so it is worthwhile to come to their notice even if there is no current job being listed.

The process I describe above is often called "informational interviewing" and is gone into in much greater detail in many excellent books. Richard Bolles in *What Color Is Your Parachute* is the authority on "informational interviewing" and his book says almost everything there is to say.[13] I want to endorse the process, however, because I have often seen it lead to employment. For example, when I was looking for a job working in-house at a hospital, some of the best advice I got was to apply to State Attorney General's Offices since they are almost all involved extensively in health care law. I had no idea and it turned out to be the best advice anyone has ever given me.

For emphasis, though, I want to repeat Bolles' mandate that you should never ask these people for a job if you told them you are only there for information.[14] Rest assured that if they like you and do know of a job opportunity, they will tell you. Otherwise, just get their advice and write them a prompt thank you letter.

This handbook is divided into eight sections; they are:

1. How to Find a Job
2. Fellowship Opportunities
3. Career Advice on the Web for Lawyers
4. Help Finding Health Law Jobs
5. Tapping into the Non-profits
6. Finding Jobs in Academe
7. In-House Counsel
8. Finding Work in the Government

Part 1: How to Find a Job

Let's get started right away. Question number one: What do you want to do? Is this a trick question? Isn't the obvious answer that you "want to get a job?" Well, no. The most effective way to get a job is to know what kind of work you want to do. A wise person once advised me that it was impossible to get what "your heart desires" unless you know what that is. Too many people approach job searches from the perspective of seeing what jobs are available. You are most likely to find a position where you are satisfied if you devote some time to thinking about your interests. If I can't persuade you to read further and you still want to jump in, the appendix to this article has links to Web sites with jobs, lots of jobs. Dive in. But I encourage you to keep reading through the article as you do so. Even if you've already found a job you want, I have other advice that will increase your chances of getting it.

Are you back? Did you enjoy looking? Did you see a lot of jobs? Even if none of them interests you at the moment, these job sites are a good way to get a feel for the wide range of possibilities available to you. The jobs include everything from assistant legal director of a non-profit in Washington, D.C., to an administrative position at a major university.

Here's something else you should remember while doing your search: Usually, the best way to get a job is to get your foot in the door first. If you are in law school, the way to do this is with externships or with summer clerkships. But even if you have graduated, many job seekers find that temporary or contract jobs are a good way to gain experience and make contacts while you show off your skills to a potential future boss. This is just as true if you are already working as it is for students. If you are practicing law in an area other than health law and want to make the switch, get on the Web and find the contact information for the health lawyers association in your city or state. I guarantee they will be delighted to have your help in planning meetings or other committee work even though you are interested in but not yet practicing health law.

Part 2: Fellowships Opportunities

There are a number of fellowship programs of interest to lawyers looking for jobs having to do with health. Most of the health law in the country is done by government attorneys in government agencies. Unfortunately, government jobs are highly sought after, and it can be very difficult to break in. That's why the Presidential Management Intern Program (PMI), which I will discuss in more detail later, is so valuable to students graduating from law school. The PMI is designed to attract outstanding graduate students to public service. While being paid a government salary, participants in the program have first crack at the most interesting policy jobs in government. These are jobs that would probably never be advertised. When the program is over, participants will have worked for four federal agencies and will have an inside track at being hired by the agency of their choice.

Another interesting fellowship program is the highly prestigious White House Fellows Program.[15] Since this is for individuals who are at the early to mid-stages of their careers, but not at the absolute beginning, it could be a very attractive opportunity for students who already have some experience in public service.

I have also included information on fellowships that provide for further training in health law policy or bioethics. Additional training in health law will make you even more attractive to the admissions committees of these programs.

Part 3: Career Advice on the Web for Lawyers

Everyone on the Web wants to give you career advice. I have identified those sites geared particularly to lawyers.[16] These sites are an interesting way to get a general feel for the market and, again, get further ideas of where to look for opportunities. The best sources of career advice are your professors, your career services office, and people you know (and will get to know) who do the kind of work you are looking for.

Part 4: Help Finding Health Law Jobs

It is important to understand that the way to find and get a job in health law depends on what type of job you are looking for. The primary distinction is between a job in a law firm or the legal department of a corporation and a legal job in an institution like a hospital for which law is not the primary activity. Another major distinction is the academic world—both teaching and administration—which has its own hiring process. It is with this distinction in mind that I raise the issue of recruiting agencies also called head hunters. First, these agencies probably cannot help you find a first job in a law firm. However, when you are making a lateral move or when you are trying to get a job in a health care institution, they may be able to help since these jobs are often filled through recruiters. The primary thing to know, however, is the difference between recruiters who are paid by your future employers and those who ask you to pay them. Be very wary of the latter. It should not cost you anything to be brought to the attention of an employer. If someone asks you for money to do this, investigate long and hard as to whether they really have information or contacts that you cannot get otherwise. Also, ask yourself whether the price they are charging is worth the service they are offering. Some companies, such as one I recommend, provide a useful service by charging you a small monthly fee for access to a searchable data base of job listings.[17] Another piece of conventional wisdom is that you shouldn't contact recruiters, but rather wait for them to contact you. That is not necessarily true when you are trying to switch areas or careers and they may not have heard of you. My advice would be to identify recruiters who seem to have interesting jobs in areas where you want to work. Write a personal letter to the recruiter telling him or her about your background and your interests. You will go into that recruiter's pool, most probably a computer database that will highlight you when a job arrives that matches your experience.[18]

Remember, too, that there are recruiters who are specific to specific industries and that you will want to investigate recruiters who fill health care administrative jobs as well as those whose focus is on placing lawyers. Thus, jobs in risk management, ethics, [19] compliance, or research may be in the hands of a health care recruiter, not a legal recruiter.

The etiquette of working with a recruiter is that whoever tells you about a job first is the one who gets the fee. That said, there is nothing to prevent you from contacting a number of different recruiters even if this ends up with two different recruiting firms alerting you to the same job.

You should know that like real estate agents, recruiters expect to get a commission from the employer if they bring the job to your attention. However, that does not mean that you cannot deal with several recruiters at once. Your responsibility is merely to identify who told you first. Any dispute about who that was will take place between the recruiters and will not affect your job chances.

A final word on recruiters: You will often see advertisements in legal publications for "career counselors" who specialize in placing lawyers in attractive, non–law firm jobs. These agencies will charge both you and your employer a fee. If you are offered these services for free in connection with being fired or laid off you should definitely make full use of their time, advice and contacts. I do not, however, think it's worth paying out of your own pocket for anything more than a few hours of consultation on, for example, your resume. Given the explosion of job information created by the Internet, it is just no longer true that these companies will know of jobs you could not find otherwise. Moreover, the "advice" they offer is freely available from your career counseling center, you favorite professors, many Web sites, and dozens of very helpful books.

Part 5: Tapping Into the Non-profits

The world of non-profit organizations offers a rich array of jobs for lawyers with health care experience. Since these entities don't have the money to advertise, as private firms do, it is somewhat harder to find out about openings. Luckily, there are a number of excellent Web sites that do a good job of listing open positions.[20]

The key to looking in the nonprofit sector is to think broadly. While certainly there are positions for lawyers per se, in fact there is a range of opportunities that may be of interest to you as a person with an interest in or knowledge of health care even though they are not characterized as "law jobs." These include jobs in policy, lobbying, and administration. In your local or career services library you will find a book called the *Yellow Guide* to non-profits. This lists every non-profit agency in the country. It is a rich source for identifying organizations in which you are interested.

Part 6: Finding Jobs in Academe

A. Positions in Academic Administration

The most common view of finding a job as a health lawyer in academe is to be hired by a law school to teach health law. This is, however, just a small slice of the pie. In addition to law schools, hundreds of institutions teach health law courses to people interested in being administrators and paralegals. As a lawyer with training in health law, you are also a very attractive candidate for an administrative job in a law school or other academic institution. The opportunities are even richer if you have an LLM. For example most law schools with an LLM program have an LLM as an administrator. Also, as law schools become complex conglomerations of "Institutes" and "Centers," the possibilities for jobs within the organization structure have increased exponentially. More traditionally, there are administrative jobs in student life, admissions, financial aid, and of course, career services. Further, as more schools realize the importance of internships, lawyers are being hired to run placement programs and supervise the participants. Much of this advice, and the advice below, is of general use to anyone interested in using their legal training to work in academe.

B. Legal Research and Writing

Many law schools have a legal research and writing program staffed by people seeking to begin academic careers. These jobs usually pay a reasonable, if not lavish, stipend and serve to put you on the faculty of a law school. They also provide excellent opportunities to gain teaching experience, find mentors, and even do some publishable writing of your own. Because many applicants are interested in only a two- or three-year stay, keeping these positions filled is an ongoing need for law schools. Of course, some people like teaching these courses so much that they eventually seek a permanent role as the head of a law school's legal research and writing program. It is important to investigate the specifics of the program of schools in which you are interested.

C. The Clinic

Almost every law school has a clinic which combines practical, hands-on experience with instruction from experienced attorneys. For a job seeker, these clinics combine the opportunity to share your knowledge with the next generation of attorneys while keeping your own skills sharp. Increasingly, law schools are developing special health law clinics or are adding health law cases to their clinic load. These developments have increased opportunities for lawyers with an interest in health care.

D. Teaching Law in a Law School: The Meat Market

The traditional way to get a law teaching job is the system sponsored by the Association of American Law Schools (AALS). This system is a highly organized combination of job fairs and dating service in which each candidate fills out one form outlining his or her credentials and these forms are sent out in 1,000-page books to every law school interested in hiring. Once a school's faculty appointment committee reviews all the forms, it selects candidates to invite for interviews at the central event in Washington, D.C. This is the "dating" part. After tremulously filing the form in August, you wait for the phone to ring. Then, if it does ring, you start making half-hour appointments for interviews with schools from across the country all in a single day. About two weeks to a month afterward, you may hear from a school inviting you to a second interview on campus.

That's the official story. In fact, the ins and outs of the law school hiring market are as complex as the tax code. Sometimes professors and judges will make specific personnel recommendations to schools where they have contacts. Schools looking for someone to fill very specific positions may directly contact known experts in that area.

Much good material has been written about navigating the law school teaching market. You can, and should, consult your professors to see if they can offer you strategic tips or even recommend you for a position. On average, fewer than 70 applicants are hired to teach law every year out of the thousands who apply. The prospects are even worse than statistics indicate since many individuals with platinum credentials receive multiple offers.

So that's the bad news. Here's the good news: Each of you is distinguishable from the general applicant pool to the extent that you are already a health care professional or have pursued further study in health law. A growing trend in law school hiring is to look for students with advanced degrees. While this includes the traditional LLMs, it has also expanded to include people with master's degrees and Ph.D.'s in health-related subjects like medicine and nursing, of course, but also public health, political science and history or economics.[21] The degree also guarantees that you have done some serious writing, which will make it easier for a law school to make the decision to hire you.

Since writing is so important, the most helpful thing you can do before entering the law teaching job market is to review all the papers you have written at a post-graduate level and choose the best candidates to turn into a law review article. Just as valuable are short pieces you write on legal topics for a professional organization with a publication such as the Hart Leadership Program Institute's Web site.[22] Those of you working already in health care institutions will discover that there are numerous self-published periodicals in desperate need of content. The secret to getting published is that the more publications you have in any respectable venue, the better your chances of getting your work into more selective media.

The core of being a law professor is to publish articles. When evaluating a candidate who has written nothing but a law review note, the schools must rely on traditional indications of success like clerkships and class rank. By presenting yourself as an individual who likes to write and does so often, you will lift yourself to the top of the pile.

Another way to get a teaching position in a law school is to develop a new health law course and pitch it to the Dean. You should also include information about your credentials and express your availability as an adjunct or lecturer. This works best for graduates who have actual experience in health care law that the existing faculty may lack.

E. Teaching Law Outside of a Law School

For many of us the only law teaching we know about occurs in law schools. This is not true. My job is to teach law to students in a medical school. There are similar positions in nursing schools, schools of public health,[23] allied health schools, and business schools that offer coursework in health law and policy. There is also a national network of local and community colleges that train paralegals and health care workers. To search for jobs with schools in your area, start by getting all the catalogs of every local learning institution. The suggestion about developing a new course that only you can teach applies here, too. Not only will you be paid for this work, but also if it goes well, you will be sought out in your community to teach and lecture.

F. Academic Administration Outside of Law Schools

Academe is also a rich source for interesting administrative jobs. Many colleges and graduate schools, for example, look for a lawyer to administer their internal honor codes and systems of internal discipline. Universities are wonderful places filled with centers and programs eager to have a lawyer as an administrator or director's assistant. Finally, in something of a contradiction to the usual view of lawyers in society, lawyers in academe are still presumed to "know" things about business, affirmative action, and complex problem solving that the usually quite sheltered faculty does not. Therefore, lawyers are sought after in Student Services positions.

Part 7: In-House Counsel

As outside legal services become more expensive, health care organizations and insurance companies have shifted their emphasis toward bringing the day-to-day legal operations under one roof. Serving as in-house counsel can be one of the most exciting health law jobs. You are on the front line as unique problems arise. The bad news, however, is that new law school graduates are almost never hired for in-house jobs because the hospitals and companies don't have the resources to give a new lawyer the training he or she will need to be effective. Luckily, recent federal legislation including HIPAA[24] and Sarbanes-Oxley[25] has made legal regulation compliance a hot issue and one that many companies, health care entities included, are addressing by creating compliance offices staffed by lawyers. After the dramatic shutdown of hospitals like Johns Hopkins[26] and the University of Pennsylvania,[27] any medical institution doing research is clamoring for lawyers to oversee their IRBs and to head off problems before they are front-page news. The American Health Lawyers Association has an active in-house counsel practice group which is an excellent source for information about issues, and jobs, in this area.[28]

In addition to compliance and research concerns, every hospital faces legal issues ranging from contracting for services, supplies, and equipment, to credentialing doctors and dealing with malpractice suits. A number of institutions have separated these functions into "legal counsel" which handles the contracting, employment disputes, patents, and "risk management," which is responsible for avoiding and managing medical incidents before they become lawsuits. A nurse/attorney is a top contender for a risk management job, as they are believed to understand both medical decision-making and liability control.

The caveat about these jobs is that people who have them love them and seldom leave. That's why you may have to be flexible regarding geography. Also, since these are often small departments, these in-house counsel offices often don't hire new graduates, but rather are looking for an individual with experience in a particular area such as contracting, patents, or Medicare reimbursement. Your first step in finding an in-house job at a hospital is to talk with people who already have these jobs. Learn what specialty areas they need and study them. If you have the opportunity, ask to work as an intern. Whether this is a formal program arranged through your school for academic credit or something you arrange yourself, it will give you experience to list on your resume and contacts in the field. Regarding specific openings, the best Web site is the American Health Lawyers Association's active job listing service.[29]

Part 8: Finding Work in the Government

The federal government of the United States employs millions of individuals. Many thousands more are hired by state, county and municipal governments. Lawyers in the federal government serve as FBI agents, prosecutors, and drafters of highly specialized legislation. There is so much available for a health care lawyer in government that the problem becomes sifting through opportunities to find what suits you best.

The federal government is huge and there is a wide range of entities and departments with positions for health law attorneys. The Department of Health and Human Services,[30] which encompasses stem cell research, drug approvals, and the Medicaid and Medicare division, may well be the largest employer of health care lawyers in the country.[31] The Food and Drug Administration (FDA) has its own legal staff to support is consumer protection mission.[32]

In addition to the many federal opportunities, each state presents a rich array of agencies and the lawyers who represent them. Much of this work is done through the Attorney General's Office. In all states the attorney general is an elected official charged with representing the legal interests of the entire state. In almost every case this includes a conglomeration of state hospitals, licensing boards, and regulatory agencies. While the character of every AG's office is different, the most effective approach is to contact the Attorney General directly. He will refer your letter to the lawyers who oversee hiring but, if you impress him, he can follow up with the staff. As always, another excellent route is to submit your resume through someone you know at the AG's office. This may help bring your application to the top of the pile.

Every Health Department, Department of Children and Families, Department of Mental Health, and Department of Social Services, which oversees the Medicaid Program, need lawyers. Here again, your most high-yield approach is to write the Commissioner. He or she will forward your letter to departments that are hiring. The best way to search for all federal jobs is through the website USA Jobs, http://jobsearch.usajobs.opm.gov. The general occupation code for legal jobs is 09, but you have a joint degree or other job skills you should search more widely for jobs, such as policy jobs, which do not require a law degree. The federal government has a very little known, very impressive program, called the Presidential Management Fellows program (PMF), which is designed to attract to the federal service outstanding graduate students from a wide variety of academic disciplines who have an interest in, and a commitment to, a career in the analysis and management of public policies and programs. PMF members have access to rotations in every federal agency where they can test their interests and skills. A high proportion of PMF graduates are hired by the agency of their choice in a process that is completely outside the world of advertised positions and letters of inquiry.

Another very prestigious program is the White House Fellows. This highly selective program brings promising, early career professionals into the Executive Branch, where they work closely with top officials. The White House Fellows program may be particularly appropriate for LLMs who have a background and a proven track record in human service professions.

Advice for Those in Law School Now

If you are in law school now you have the opportunity to select elective courses that will prepare you for a career in health law. What are these courses? Obviously the health law–specific courses you can take depend on the offerings of your law school. You should consult with your own faculty to get their ideas and advice. In addition to those classes whose main focus is health law, there are some important basics that will increase your marketability. These include employment and labor law; nonprofit taxation; intellectual property; commercial transactions and insurance law.

Also, while you are in law school, you should take every opportunity available to work in health law settings. Whether these are externships for credit or paid clerkships or even volunteer opportunities, your best chance of getting a job is to have worked in a place. This is only

common sense. If you were hiring someone, would you rather have a stranger with an impressive resume or an individual that you know to be smart, hard-working and easy to get along with? Also, use your time in law school to write. If you are on law review, do your note on a health law related topic. If you are not, meet with your professors to discuss opportunities to submit articles to scholarly publications outside of your school or to local or national professional organizations. Consider writing opinion pieces for local papers. These are terrific ways to build a reputation. Most newspapers are looking for pieces of no more than 750 words about a topic of current (and by current they mean that week) interest. Newspapers will almost always accept submissions electronically so you should be able to quickly respond when there is an item of interest in the news.

Advice for Those Contemplating Law School

For the convenience of those who have not yet applied to law school, here in one place is all the information you need to get started. Let me add some advice of my own. First, never, never take the LSAT cold. It is simply not true that you cannot study for the LSAT. You can and should. Unfortunately, your LSAT score and your GPA will be the primary factors in your law school admission. There are many commercial companies with proven track records in preparing people for the LSAT. I have no opinion on whether any one is better than another. I do know, however, that all are expensive. I would start the process by buying a book or on-line program that lets you take a sample LSAT so you have an idea of your strengths and weaknesses. You can then make a better decision about what kind of preparation material suits you best. Can you study on your own with commercial material? Would you do better with a short, group class? Do you need individual instruction? It's up to you, but please do yourself a favor and go in prepared. Other people will. Also, whatever their stated policy, every school engages in some sort of rolling admissions. So be prepared to get your application in at the first posted date that applications are accepted. Even if you are short a recommendation or a document, your application may be judged by date of filing, so get it in. It is easier to get in when the upcoming class is empty than when there are only a few slots left to fill. Finally, although law schools do not require interviews, almost every school will be receptive to your meeting with a member of the admissions department. Do this if you can—it can make the difference between your being a number and your being a known quantitative.

Here is a summary of some of the categories of pre-law information and resources.

Law School Admissions Council (LSAC)

The LSAC puts out a booklet, "Think About Law School," that outlines the process of taking the LSAT (Law School Admissions Test), what the LSDAS (Law School Data Assembly Service) does and the CRS (candidate referral service) does. This booklet also covers general overview information related to what to expect from law school, curriculum, statistics related to applicants, and a list of recommended resources for more information and LSAC publications.

Law School Data Assembly Service (LSDAS)

The LSAC website gives general information on the LSDAS process.[33] Essentially, the LSDAS prepares a report with an undergraduate academic summary, LSAT scores, letters of recommendation and transcripts. This report is disseminated to designated ABA-approved schools. The LSDAS report is available for five years after registration. Other information offered on the website includes: getting started, LSAT, ABA-approved law schools, fee information, financial aid information, minority perspectives, information for LGBT applicants, law school rankings and resources, and LSAC data.

There is also an LSAT/LSDAS checklist for how to get started. The LSAT & LSDAS information booklet explains pertinent information about creating an online account, registering for the LSAT, alternative testing, accommodations for persons with disabilities, fee waivers, refund policy, ethical conduct, test center arrangements, regulations, what to bring the day of the test, LSAT scoring, how to cancel the score, data and chart on success of repeating the LSAT, score reporting, information about LSDAS Law School Forums, letters of recommendation information, transcript information, information about predictors of law school performance and LSAT scores, confidentiality and fairness procedures.

Other Pre-law Internet Resources

- www.ilr.cornell.edu/studentservices/ac/lawschool.html—Cornell's student services site gives advice on applying to law school.
- http://stu.findlaw.com/prelaw/considering.html—Findlaw for students has a list of pre-law resources.

LSAT Prep Courses

- Get Prepped (http://www.getprepped.com/multiweekclass.html) offers a multi-week prep course for the LSAT. Option A offers 24 classes for $899 and Option B offers 15 classes for $579.
- Kaplan (http://www.kaptest.com) offers test prep services for the LSAT for around $1,100.
- Princeton Review (http://www.lawpreview.com/LP_2002/Edited/free_forum.php?) also offers LSAT prep courses.
- ScorePerfect (http://www.scoreperfect.net/sp/lsat/) offers an LSAT prep course for Texans in Austin, College Station, Dallas, Houston and San Antonio. The company is owned by Robin Singh, who also uses the TestMasters mark outside of Texas.

Other prep services: PowerScore (http://www.powerscore.com), PrepMaster's LSAT intensive review (http://www.prepmaster.com/toc.html), Oxford Seminars LSAT test prep master course (http://oxfordseminars.com/Pages/LSAT/lsat_about.htm), Campus Access (http://www.campusaccess.com/campus_web/educ/e5grad_lalstpre.htm).

Law School Prep Courses

- Barbri (http://www.lawschoolprep.com/program/program.shtm) offers a preparatory course for law school candidates. There is a 5-day program overview of the first year courses and mock classes and 1-day workshops on law school skills and legal research and writing.
- Princeton Review/ Law Preview Law School Forums offer free law school workshops on LSAT strategy, mock law school classes, and law admissions & career panel discussions. (http://www.lawpreview.com/LP_2002/Edited/free_forum.php?).

Law School Application Personal Statements

Admissions Essays offers assistance with writing law school personal statements.[34] This service essentially surveys personal information and helps write the personal statement. Cost for this service is $285. Another service is an essay critique service which reviews and critiques personal statements that were written by the applicant. The cost for the critique is $165.

Accepted is a website that offers tips and helpful instructions on how to write a personal statement.[35] This website also gives tips for writers of letters of recommendation, sample law school personal statements, and a list of "do's and don'ts" for writing the personal statement. This website also addressed addendums, optional essays, and wait-list follow-up letters. This website also offers law school application and personal statement consulting services.

Essay Edge also offers editing services for law school personal statements.[36] They also offer a comprehensive service package which includes a "seven-stage law school admissions consulting and writing process that will help you with topic selection, outline creation, and the editing of the final draft" for a cost of $299.95. Law360.com offers tips for writing law school admissions essays.[37] Virtual Red Ink offers editing services for personal statements from $30 to $170.[38] Admissions Consultants offers consulting services for J.D. and LLM admissions candidates.[39]

Financial Aid

LSAC offers a financial aid brochure, *Financial Aid for Law School: A Preliminary Guide*, that discusses financial aid options for attending law school and payment programs and options for after law school. Other financial aid resources are recommended on The Princeton Law Review website,[40] as well as various school and financial aid websites available by a Google search.

Early Decision Admissions Process

Many schools have an Early Decision process for applicants who have decided on a clear, first-choice school. The Law School commits to give an Early Decision to the applicant in exchange for the applicant's commitment to withdraw and not initiate further applications at other law schools after being accepted by the Early Decision school. The applicant essentially commits to attend a specific school in exchange for the certainty of an early admissions decision.

Conclusion

I hope this work in progress is helpful to you in beginning your job search. No matter how many times this piece is revised, however, it will not keep up with the explosive growth of information available on the Internet. Please let each other, and me, know of other useful sites you find in your own surfing. Final advice, though: you can't get a job sitting at home surfing the Web. It is absolutely true that the best way to find a job is through other people and the best way to get a job is by being there. All the efforts you make to be known to potential employers through informational interviewing, unpaid internships and committee work will bring you closer to what you want. Think about everyone you know and who they know. Remember that your school's health law faculty can be your most valuable link to health law jobs. Let them know what interests you so they can give your name to potential employers who call asking for a lawyer with health care expertise.

Good luck!

Endnotes

1. *See* U.S. Dept. of Health & Human Services, http://www.cms.hhs.gov/NationalHealthExpendData/02_National HealthAccountsHistorical.asp#TopOfPage (last visited Dec. 1, 2007). The United States Department of Health and Human Services' Centers for Medicare and Medicaid Services estimate that in 2005 the U.S. spent $2.0 trillion on health care. This equals $6,697 per person.
2. aareahttp://law.case.edu/student_life/journals/health_matrix/141/rothstein.pdf. (last visited Dec. 1, 2007). (In reflecting on the growth of health law over the past 50 years, Professor Mark Rothstein writes that

   > in the last fifty years, law has become an integral (if not universally welcomed) part of medicine. Physician practices are now concerned with privacy notices, informed consent documents, and advanced directives. At most hospitals, expanded in-house legal departments have been joined by related departments of risk management, regulatory compliance, and health information privacy and security. 213.

3. These organizations include the American Bar Association's Health Law Section, http://www.abanet.org/health/, which includes 12 separate interest groups, http://www.abanet.org/health/01_interest_groups/index.html; The American Health Lawyers' association, http://www.healthlawyers.org; The American College

of Legal Medicine, https://www.aclm.org/Default.aspx. In addition, almost every state bar has its own health care law section.

4. American Health Lawyers' Association, http://www.healthlawyers.org/Template.cfm?Section=Who_We_Are& Template=/ContentManagement/HTMLDisplay.cfm&ContentID=51783 (last visited Dec. 1, 2007).

5. *See* Henry Greely, *Some Thoughts on Academic Health Law*, 41 WAKE FOREST L. REV. 391 (2006); Mark Rothstein, *The Growth of Health Law and Bioethics*, 14 HEALTH MATRIX: JOURNAL OF LAW-MEDICINE 213 (2004).

6. U.S. News & World Report, *America's Best Graduate Schools 2008,* U.S. NEWS & WORLD REPORT, *available at* http://grad-schools.usnews.rankingsandreviews.com/usnews/edu/grad/rankings/rankindex_brief.php (last visited Dec. 16, 2007).

7. *See* American Bar Association, http://www.abanet.org/carreercounsel (last visited Dec. 20, 2007).

8. RICHARD BOLLES, *What Color Is Your Parachute*, Ten Speed Press, Published 2003.

9. KIMM ALAYNE WALTON, *Guerrilla Tactics for Getting the Legal Job of Your Dreams* (Harcourt Legal & Professional Publications, Inc. 1999) (1995).

10. *Id.*

11. BARBARA SHER, *Wishcraft: How to Get What You Really Want* (Ballantine Books, 2nd ed., 2003).

12. *Id.*

13. Bolles, *supra* note 8.

14. *Id.*

15. *See* White House Fellows Program, http://www.whitehouse.gov/fellows (last visited Dec. 20, 2007).

16. One of the most reliable websites is the American Bar Association, http://www.abanet.org/careercounsel.com (last visited Dec. 16, 2007).

17. Attorney Jobs, http://www.attorneyjobs.com (last visited Dec. 17, 2007).

18. *See, e.g.*, Recruiters Online, http://www.recruitersonline.com (last visited Dec. 16, 2007).

19. Ethics Jobs, http://www.ethicsjobs.com (last visited Dec. 17, 2007).

20. *See* Appendix.

21. *See, e.g.*, Grad Schools.Com, *Biomedical and Health Sciences Graduate Programs,* http://www.gradschools.com /biomed _health.html?WT.srch=1&gclid= CPrZrbXcjI8CFR2NgQodZTT9Hw; All Allied Health Schools, http://www.allalliedhealthschools.com/featured/health-administration-all-degree programs/?src=goo_ahs_hca_20355b; Guide to Health Care Schools.Com, http://www.guidetohealthcareschools.com (last visited Dec. 16, 2007).

22. *See* Hart Leadership Program Institute, http://www.pubpol.duke.edu/centers/hlp/index.html (last visited Dec. 17, 2007).

23. Public Health Law Association, http://www.phla.info/jobbank.htm (last visited Dec. 1, 2007). The Public Health Law Association has begun keeping a listing of jobs in public health law.

24. Health Insurance Portability & Accountability Act, Pub. L. No. 104-191, 110 Stat. 1936 (1996).

25. Sarbanes-Oxley Act of 2002, Pub. L. No. 107-204, 116 Stat. 745 (2002).

26.

27. News story about shutdown by office of human subject research protection office.

28. American Health Lawyers Association In-House Council, http://www.healthlawyers.org/Template. cfm?Section=Group_Descriptions&CONTENTID= 42273&TEMPLATE=/ ContentManagement/ContentDisplay. cfm (last visited Dec. 1, 2007).

29. American Health Lawyers Association, http://www.healthlawyers.org/Template.cfm?Section=Career_Center (last visited Dec. 16, 2007).

30. Dept. of Health & Human Services, http://www.hhs.gov (last visited Dec. 16, 2007).

31. For specific information about finding a job with the Dept. of Health & Human Services both regionally and in Washington, D.C. please consult the following two websites: http://www.hhs.gov/careers/findjob.html & http://www.hhs.gov/ogc/career. html.

32. Food & Drug Admin., http://www.fda.gov/jobs/attorney.html (last visited Dec. 1, 2007).

33. Law School Admissions Council, http://www.lsac.org/LSAC.asp?url=/lsac/lsdas-general-information.asp (last visited Dec. 17, 2007).

34. Admissions Essays, http://www.admissionsessays.com (last visited Dec. 17, 2007).

35. Accepted, http://www.accepted.com/law (last visited Dec. 17, 2007).

36. Essay Edge, http://www.essayedge.com/law/editing (last visited Dec. 17, 2007).

37. Law360, http://www.law360.com/law-school-admission-essays.html (last visited Dec. 17, 2007).

38. Virtual Red Ink, http://www.virtualredink.com/wst_page12.html (last visited Dec. 17, 2007).

39. Admissions Consultants, http://www.admissionsconsultants.com//lawschool/index.asp (last visited Dec. 17, 2007).

40. *See* The Princeton Review, http://www.princetonreview.com/home.asp (last visited Dec. 17, 2007).

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APPENDIX

Law Employment Listings

- ABA Human Resources, http://www.abanet.org/hr/home.html
- ABA Internship Opportunities, http://www.abanet.org/hr/interns/home.html
- ABANET Internship & Career Opportunities, http://www.abanet.org/lsd/jobopp.html
- Advanced Legal Services, http://www.hrpages.com/law/
- Affiliates, http://www.affiliates.com/
- American Corporate Counsel Association Jobline, http://www.acca.com/jobline/
- American Health Lawyers Association, http://www.healthlawyers.org/home.htm
- American Internet Classifieds: Legal Employment Classifieds, http://www.bestads.com/aic/employment/legal/
- America's Job Bank, http://www.ajb.dni.us/
- AmeriClerk, http://www.americlerk.com/
- Arizona State University College of Law, http://www.law.asu.edu/placement/
- Assigned Counsel, http://www.assignedcounsel.com/
- Attorney Find, http://www.attorneyfind.com/
- Barrister Referrals, Ltd., http://www.barristerreferrals.com/
- Baylor University School of Law, http://law.baylor.edu/CareerSvcs/
- Bench & Bar of Minnesota, http://www.mobar.org/law/index.htm
- Boston University School of Law, http://www.bu.edu/law/careers/index.html.
- Brooklyn Law School, http://www.brooklaw.edu/career/
- Byron Employment Australia, http://employment.byron.com.au/
- California Western School of Law, http://www.cwsl.edu/main/default.asp?nav=career_services.asp&body=career_services/home.asp
- Cambridge Staff, http://www.cambridgestaff.com/
- Canadian Lawyer Index, http://www.canlaw.com/
- Career Builder, http://www.careerbuilder.com/
- Career Magazine, http://www.careermag.com/
- CareerPath.com (search help wanted ads from newspapers around the country)
- Careers & Jobs, http://www.starthere.com/jobs/
- CareerSite.com, http://www.careersite.com/
- Case Western Reserve University Law School, http://lawwww.cwru.edu/careers/
- Chronicle of Higher Education Job Listings, http://chronicle.com/jobs
- CityJobs—UK Legal Site, http://www.cityjobs.co.uk/cgi-bin/campaign.cgi?tid=903
- Coleman Legal, http://www.colemanlegal.com/
- Contract Counsel, http://www.contractcounsel.com/
- Counsel Network, http://www.headhunt.com/
- Counsel Source, http://www.counselsource.com/
- eAttorney, http://www.eattorney.com/
- Emory University School of Law, http://www.law.emory.edu/cms/site/index.php?id=363
- Emplawyernet, http://www.emplawyernet.com/
- Filcro Legal Staffing, http://www.filcro.com/page3.html
- Findlaw.com, http://www.findlaw.com/
- Findlawjob.com, http://www.findlawjob.com/
- Firm Finder, http://www.firm-finder.com/
- Franklin Pierce Law Center, http://www.piercelaw.edu/career/aboutus.htm
- Gibbons Arnold & Associates, Inc., http://www.gibsonarnold.com/
- Harvard Law School, http://www.law.harvard.edu/Admissions/career.html
- HeadHunter.NET, http://www.headhunter.net/
- Hieros Gamos, http://www.hg.org/employment.html
- Hornsby Partner, Inc., http://hornsbypartners.com/

- HOTRESUME.COM, http://www.hotresume.com/
- Howard C. Bloom Co., http://www.bloomlegal-search.com/
- If Come.com, http://ifcome.com/
- iHireLegal.com, http://www.ihirelegal.com/
- Indiana University School of Law—Bloomington, http://www.law.indiana.edu/careers/
- Indiana University School of Law—Indianapolis, http://indylaw.indiana.edu/career/internetjobs.htm
- infirmation.com, http://www.infirmation.com/
- Interactive Lawyer, http://www.interactive-lawyer.com/TLrecr.html
- Internet Job Locator, http://www.joblocator.com/
- Interview Experts, http://www.interviewexperts.com/
- JobBank USA, http://www.jobbankusa.com/
- JobHunt, http://www.job-hunt.org/
- JOBlynx, http://www.joblynx.com/
- Jobsite (United Kingdom / Also hosts "Jobs by E-Mail," a service that mails you jobs tailored to your specifications), http://www.jobsite.co.uk/
- Jobsite, http://www.jobsite.co.uk/
- JOBTRAK, http://www.jobtrak.com/
- John Marshall Law School, http://www.jmls.edu/careersvcs/index.shtml
- Law Bulletin, http://www.lawbulletin.com/
- Law Forum, http://www.lawforum.net/employ.htm
- Law Forum, http://www.lawforum.net/resume.htm
- Law Journal Extra! Law Employment Center, http://www.lawjobs.com/
- Law Resources, Inc., http://www.lawresources.com/
- Law Student Resources: Jobs and Internships, http://members.aol.com/dcingle/jobs.htm
- LawGuru.com Legal Jobs, http://www.lawguru.com/classifieds/viewads.html
- LawInfo Employment Center, http://jobs.lawinfo.com/
- LawInfo Employment Center, http://jobs.lawinfo.com/
- LawInfo.com, http://jobs.lawinfo.com
- LawLinks.com, http://lawlinks.com/ar-emply.html
- Lawlinks.com, http://www.lawlinks.com/
- Lawmatch.com, http://www.lawmatch.com/
- Lawyers Weekly Jobs, http://www.lawyersweekly-jobs.com/
- Legal Hire, http://www.legalhire.com/
- Legal Internships Home Page, http://www.usd.edu/~legalint/
- Legal Report, http://www.legalreport.com/
- Legal Search, http://legalsearchonline.com/
- Legal Search Network, http://www.legalsearchnetwork.com/
- Legal Services Corporation Funded Programs with Web Sites, Legal Services Corporation Office of the Inspector General Employment Opportunities, http://oig.lsc.gov/jobs/jobs.htm
- Legal Week, http://lwk.co.uk/
- Legalrecruiter.com, http://www.legalrecruiter.com/
- Legalstaff, http://www.legalstaff.com/
- LEXIS-NEXIS Employment Center, http://www.lexis-nexis.com/lncc/employment/
- Life After Law, http://www.lifeafterlaw.com/
- Longbridge International, http://www.longbridge.com/
- LPA Legal Recruitment, http://www.the-lpa.co.uk/
- Mailing Lists, http://www.legalemploy.com/mail-list.htm
- Major Legal Services, Inc., http://www.lawplacement.com/
- Major, Hagen & Africa Attorney Search Consultants, http://www.mhasearch.com/
- Margot Haber Legal Search, Inc., http://www.haberlegal.com/
- Martindale Hubbell, http://www.martindale.com/
- Minority Corporate Counsel Association, http://www.mcca.com/

- Missouri Bar Placement Bulletin, http://www.mobar.org/law/index.htm
- Monster.com, http://www.monster.com/
- Moyer Paralegal Services, http://www.moyer-paralegal.com/
- Myjob.com, http://www.myjob.com/
- http://www.paralegals.org/Center/home.html
- National Lawyers Association Resume Forum, http://www.nla.org/resume/main.html
- National Legal Aid & Defender Association Job Opportunities, http://www.nlada.org/jobop.htm
- NationJob Network, http://www.nationjob.com/legal/
- NetTemps, http://www.net-temps.com/
- Net-Temps, http://www.net-temps.com/
- Oklahoma City University School of Law, http://www.okcu.edu/law/careerservices/
- Oxford Legal, http://www.oxfordlegal.com/
- Oxford Search Group, http://www.oxfordsearch.com/
- Paralegal Classifieds, http://www.paralegalclassifieds.com/
- Paul Feldman & Associates, Attorney Recruitment Specialists, PeopleQuick.com (Canadian temporary legal help), http://www.peoplequick.com/
- Philadelphia Lawyer Employment Links, http://www.phillylawyer.com/Employment/employment.htm
- Pine Tree Legal Assistance Employment Opportunities, http://www.ptla.org/ptlajobs.htm
- Princeton Legal Staffing Group, http://www.princetonlegal.com/
- PSD International Group Recruitment—Law Page, Public Service JobNet, www.law.umich.edu/currentstudents/ PublicService/jobnet.htm
- Recruiters OnLine Network, http://www.recruitersonline.com/
- Romac Legal, http://www.romaclegal.com/index.html
- San Diego Source Legal Classifieds, http://www.sddt.com/classified/ads/
- Social Law Library Employment Resources, http://www.socialaw.com/irg/er.html
- Special Counsel, http://www.specialcounsel.com/
- Sterling Careers Legal Search and Consulting Firm, http://www.sci-law.com/
- SummerClerk.com, http://www.summerclerk.com/index.asp
- Syracuse University College of Law, http://www.law.syr.edu/careerservices/
- Tax Law, http://www.law.com/
- Texas Office of the Attorney General, http://www.oag.state.tx.us/agency/jobs_ag.shtml
- TexLaw, http://www.texlaw.com/
- The Associates, http://www.associates.org/
- The Counsel Network, http://headhunt.com/
- The Internet Job Locator, http://www.joblocator.com/
- The Jameson Group, http://www.thejameson-group.com/
- The Job Beat, http://www.searchbeat.com/jobs.htm
- The Lawyers Guide to JobSurfing on the Internet, http://www.legalemploy.com/lwyrsgd.htm
- The Legal Employment Bookstore, http://www.legalemploy.com/bookstore.htm
- Todays Legal Staffing, http://www.todayslegal.com/
- Top Jobs on the Net, http://www.topjobs.net/
- University of Kansas, http://www.law.ku.edu/career_alumni/career_services.shtml
- University of Pittsburgh, http://www.law.pitt.edu/career/index.php
- University of Texas, http://www.utexas.edu/law/depts/career/index.html
- Update Legal Staffing, http://www.updatelegal.com/
- USC Law School, http://lawweb.usc.edu/carserv/
- Usenet Newsgroups, http://www.legalemploy.com/news.htm
- VirtualResume, http://www.virtualresume.com/
- Wake Forest University School of Law, http://www.law.wfu.edu/careerservices.xml
- Wall Street Journal Career Center, http://www.careers.wsj.com/
- Washburn University, http://washburnlaw.edu/career/

- Washington University, http://ls.wustl.edu/CSO
- WISBAR (Wisconsin Bar), http://www.wisbar.org/bar/emp-menu.htm
- Worktree.com, http://www.worktree.com/
- Yahoo General Employment Index, http://hotjobs.yahoo.com/
- Zarak Group, http://www.zarakgroup.com/]

Specific Sites for Health Law Jobs

- Science & Law Recruiting, Inc., www.imeg.com/scilaw/

Nonprofit Organization Listings on the Web

- ACCESS, http://www.accessjobs.org/
- American Medical Association, http://www.ama-assn.org/
- American Marketing Association, http://www.ama.org (job listings at the AMA)
- Community Career Center, http://www.nonprofit-jobs.org/ (databank of non-profit jobs)
- Association Center, http://www.associationcentral.com/ (databank of non-profit jobs)
- ASPH Employment Council, http://cfusion.sph.emory.edu/PHEC/phec.cfm (public health employment connection)
- National Association for Public Interest Law Job Listings, http://www.napil.org/napjob.html
- The Chronicle of Philanthropy, http://philanthropy.com/
- The Foundation Center, http://fdncenter.org/
- National Council of Non-profit Associations, http://www.ncna.org/
- Idealist.org, http://www.idealist.org/
- Non Profit Employment, http://www.nonprofitemployment.com/
- Exec Searches.com, http://www.execsearches.com/exec/default.asp (recruiters for non-profit entities)
- Feminist Majority Foundation, http://www.feminist.org
- The Heritage Foundation, http://www.heritage.org/About/JobBank/index.cfm
- Finding Work in the Government Vacancies in the Federal Inspector General Community, www.pmf.opm.gov
- www.ustreas.gov/inspector-general/vacancies/
- U.S. Department of Justice Attorney/Law Student Hiring and Career Information, http://www.usdoj.gov/oarm/
- U.S. Department of Justice Career Opportunities, http://jobsearch.usajobs.opm.gov/a9dj.asp
- Federal Jobs Central, http://www.fedjobs.com/
- Federal Jobs Digest, http://www.jobsfed.com/
- FedWorld, http://www.fedworld.gov/
- United States Office of Personnel Management, http://www.opm.gov/

Resources for Nurses

- The American Association of Nurse Attorneys (TAANA), http://www.taana.org/

Catch Us on the Web at
WWW.NYSBA.ORG/HEALTH