

Information on Career Opportunities in International Affairs

from:

**Columbia University
School of International and Public Affairs**

Reproduced 9/20/2012

http://sipa.columbia.edu/resources_services/career_services/current_students/career_resources/opportunities.html

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CAREER OPPORTUNITIES ON CAPITOL HILL

Description of the Field

Capitol Hill offers a wide range of exciting and demanding employment opportunities. Employment on the Hill generally refers to positions available in one of the 535 Congressional offices (100 Senate and 435 House of Representatives) or 300 committees and subcommittees. Most committees are divided into majority and minority staffs that perform several different functions including:

Research and subject specialists who conduct legislative research, draft bills, and follow upcoming legislation;

Ombudsmen who respond to constituent inquiries, handle general administration, or promote the public image (and future election) of their representative; and

Committee staff who support the legislative process, by drafting legislation, preparing background reports, arranging for expert testimony, and serving as the liaison between Congress and the administration on policy matters.

Congressional staffers perform a variety of different functions, so there are opportunities for persons with varying interests and capabilities. All Congressional offices need the administrative support personnel as well as public relations staff who may respond to constituent issues and/or promote the elected officer's public image. Many APSIA graduates seek positions as issue specialists, working in the legislative area, conducting research, preparing background reports, drafting bills, following legislation, and arranging for expert testimony.

Career Paths and Entry Salaries

A "typical" career path on Capitol Hill does not exist. With elections every two or six years and with only ten of the current Senators having 25 years or more service, very few staffers are able to spend an entire career working for one member of congress. Many congressional staffers use their congressional positions as stepping-stones to the executive branch, private sector, think tanks, and nonprofit organizations. As turnover is so common on the Hill, opportunities for promotion on both personal and committee staffs are available.

The high turnover rate provides numerous opportunities for enterprising job seekers. Staff size varies considerably and networking is often the key to securing a position, as many openings are highly competitive and are not always advertised. An internship with a Member of Congress also provides an excellent opportunity to build contacts and show interest in public service. A good time to look for a position, particularly on the House side, is just after an election.

Some of the more common entry-level positions include:

Receptionist/Staff Assistant – Serves as the main point of contact for the office, which involves routing incoming calls, distributing messages and mail to staffers, handling constituent requests. Average salaries range in the mid to upper \$20's.

Legislative Correspondent – Drafts responses to a member's mail and deals with a range of constituent requests and inquiries concerning legislation and national policy. Average salaries range in the mid to upper \$20's.

Legislative Assistant – Briefs the Member on a number of issues, helps draft legislation, writes position papers and addresses constituent inquiries. In some offices, Legislative Assistants may handle five or six different issues. Average salaries range from the lower \$30's to the mid \$40's.

Press Secretary/Communications Director – Acts as the key link between the Member of Congress and the media, directs publicity by issuing press releases, radio and TV spots, speeches, etc. Average salaries range from the mid \$40's in the House to the lower \$60's in the Senate.

Legislative Director – Heads the legislative staff, updates the Member on the status of bills in Congress, and maintains close contact with a number of constituencies, including other Hill staffers and lobbyists. Salaries range from the \$50's in the House to the \$80's in the Senate.

Administrative Assistant/Chief of Staff – Oversees the operation of the entire office, both in Washington and in the area represented by the Senator's or Representative's home state. Individuals in this position generally have at least 10 years experience working in Congress. Average salaries range from the \$80's in the House to over \$100,000 in the Senate.

Demand

Entry-level positions are highly competitive and many jobs on Capitol Hill are unadvertised. Inquiries directed to the offices of your own representatives (particularly if you share their party affiliation) can be helpful, as can a Capitol Hill internship. Most congressional staffers will readily admit that networking is frequently the key to securing a position on the Hill. Post-election is a good time to look for a job on the House side. While campaign staffers may fill some positions, newly elected representatives need to staff the Washington office quickly.

Qualifications Necessary to Enter the Field

Entry-level positions require a Bachelor's degree while a Master's is necessary for advancement. Substantive knowledge in areas relevant to a member's committee work and a demonstrated understanding of the legislative process can be helpful in securing a position. Strong written communication skills are essential, and it's important to be able to write concisely and precisely. Oral communication and interpersonal skills are also important in handling constituent problems, meeting with lobbyists and interest groups and dealing with the media. The pace of most Congressional offices requires high energy, commitment and flexibility.

Sample Group of Employers

- Senate Committee on Foreign Relations www.senate.gov/~foreign
- Senate Select Committee on Intelligence <http://intelligence.senate.gov>
- House Committee on International Relations www.house.gov/international_relations
- House Commission on Security and Cooperation in Europe www.csce.gov
- Congressional Research Service www.loc.gov/crsinfo
- Library of Congress www.loc.gov
- Members' Offices <http://thomas.loc.gov>

Challenges of the Profession

Compensation issues combined with increasing constituent demands, long and unpredictable work hours and a strenuous workload are contributing challenges of this profession.

Resources for Additional Information

Placement Offices

House of Representatives Office of Human Resources
 102 Ford House Office Building
 Washington, DC 20515
 Fax – (202) 226-7514
 Resume Referral Service - (202) 266-6731
 Job Line - (202) 225-2450
www.house.gov

Senate Placement Office
 SH-116, Hart Senate Office Building
 Washington, D.C. 20510
 Phone: (202) 224-9167
 Job Line: (202) 228-JOBS
 Listings available for pick up each Tuesday, posted online each Friday at <http://www.senate.gov/employment>
www.senate.gov

Congressional Management Foundation
 513 Capitol Court NE, Suite 300
 Washington, DC 20002
 Phone: (202) 546-0100
 Fax: (202) 547-0936
 E-mail: cmf@cmfweb.org
 Publishes an annual survey of House of Representatives' staff job descriptions and salaries.
www.cmfweb.org

House Actions Report
 C/O Congressional Quarterly Inc.
 1255 22nd St, N.W.
 Washington, DC 20037
 Phone: (202) 547-0421, (800) 423-2250 (toll free)
 Resume Fax Line: (202) 419-8740
 Email: jobs@cq.com
www.cq.com

Roll Call
 50 F Street NW, Suite 700
 Washington DC 20001-1572
 Phone: (202) 824-6800
 Fax (202) 824-0475
www.rollcall.com

Opportunities in Public Affairs
 P.O. Box 34949
 Bethesda, MD 20827
 1-800-315-9777
 Fax (434) 984-2331
 Email jobs@brubach.com
www.opajobs.com

Publication Resources Online

Congressional Quarterly (www.cq.com)

Congressional Management Foundation (www.cmfweb.org)

Leadership Directories Inc. (www.leadershipdirectories.com)

Available in the OCS Resource Room

The Book of U.S. Government Jobs: Where They Are, What's Available & How to Get One, 9th edition, by Dennis V. Damp, Brookhaven Press, 2005.

CAREER OPPORTUNITIES IN COMMUNICATIONS & PUBLIC RELATIONS

Description of Field

Public Relations (PR) today is a highly sophisticated discipline that entails the management of an organization's communication with all of its stakeholders, in support of organizational goals and objectives.

Public relations specialists build, maintain, and promote the reputation and image of individuals, organizations, products, issues, and events. PR specialists identify problems and make efforts to improve relations between a client and its public, in part by studying the attitudes and opinions of various communities or markets.

Public relations assignments differ from an advertising assignment in that the PR firm utilizes free opportunities for media exposure, disseminating or creating newsworthy publicity of interest to radio, television, and the press instead of producing ads or commercials and purchasing media time or space. While some clients have both public relations and advertising strategies in place, non-profit organizations rely heavily on PR specialists to promote their issues and events because they often have limited advertising budgets. For example, Amnesty International is an organization that reaches a large number of people through a combination of news releases to the media, direct mail, and lobbying activities.

The prominence of the Internet as a primary source of information about an organization or enterprise requires that PR and communications specialists be tech savvy and knowledgeable about the myriad uses of the web as a tool for communicating with the public and reaching targeted audiences.

Career Paths and Entry Salaries

Typical entry into the field is through internships at PR agencies or PR departments within corporations. This experience is highly valuable in landing a position in public relations after graduation, since experience counts heavily in this industry. In addition to internship experience, anyone interested in full-time employment in PR must have strong writing and editing skills for an array of formats.

Campus activities promoting university-wide events and helping with fund raising campaigns may well win you points, since entry level jobs often utilize similar skills. These activities include writing for the campus newspaper, organizing mailings, planning events, preparing news releases, assembling press kits, drafting articles and talking points.

Demand

Employment in the industry is projected to grow 22% between 2004 and 2014. However, even with this projection for faster than average growth, competition for entry-level jobs will be stiff as the field draws an abundance of applicants.

Qualifications Necessary to Enter the Field

The qualities needed to be successful in PR work include the ability to work in a news room environment, to react promptly when faced with sudden changes in events, to speak comfortably with upper level management and media personalities, and a willingness to stay after normal hours in order to meet tight deadlines. PR specialists are expected to have strong presentation, writing, and editing skills. Experience working in digital and social media is a necessity, while data analysis, spreadsheet knowledge and an understanding of visual design are highly valued. Creativity, initiative, critical thinking skills and the ability to communicate effectively are essential.

Language fluency (including speaking comfortably both in formal and casual situations, but also in a foreign language) is increasingly required.

Sample Group of Employers

Wherever there is a newspaper, television or radio station, private enterprise, government office, or non-profit organization, there will be ample opportunities for public relations. Larger cities have a higher demand for PR specialists; New York, Chicago, Los Angeles, Detroit, and Washington DC abound with PR activities. A few recognizable names in PR include:

- Weber Shandwick Worldwide - <http://www.webershandwick.com/>
- Burson-Marsteller - <http://www.burson-marsteller.com/pages/home>
- Edelman - <http://www.edelman.com/>
- Hill and Knowlton - www.hillandknowlton.com/
- Ketchum - <http://www.ketchum.com/>
- Manning Selvage and Lee - <http://www.mslpr.com/>
- Ogilvy - <http://www.ogilvypr.com>
- Schwartz Communications - <http://www.schwartzcomm.com/>
- Bliss, Gouverneur, and Associates - <http://www.blisspr.com/>
- CRT/Tanaka - <http://www.crt-tanaka.com/>
- Cooper Katz and Company - <http://www.cooperkatz.com/>
- Gibbs & Soell - <http://www.gibbs-soell.com/>
- Fleishman-Hillard - <http://fleishmanhillard.com/>
- Golin Harris International - <http://www.golinharris.com/>
- Horn Group - <http://www.horngroup.com/>
- Lippe Taylor - <http://www.sustainabilitypractice.net/about.html>
- MWW Group - <http://www.mww.com/>
- Padilla Speer Beardsley - <http://www.psbpr.com/>
- Publicis USA - <http://www.publicis-usa.com/>
- Solomon McCown & Company - <http://www.solomonmccown.com/>
- The Rogers Group - <http://www.rogerspr.com/>
- Grayling - <http://www.grayling.com/>
- Porter Novelli - <http://www.porternovelli.com/>
- Stanton Communications - <http://www.stantoncomm.com/>
- Cubitt Jacobs & Prosek - <http://cjpcom.com/>
- APCO Worldwide - <http://www.apcoworldwide.com/>
- Brodeur - <http://www.brodeur.com/>

Resources for Additional Information

Associations

- Public Relations Society of America (PRSA) - <http://www.prsa.org>
- Sales and Marketing Executives International - <http://www.smei.org>
- Association for Women in Communication - <http://www.womcom.org>
- International Association of Business Communicators - <http://www.iabc.com>
- Institute for Public Relations - <http://www.instituteforpr.com/>
- International Public Relations Association - <http://www.ipra.org/>
- Council of Communication Management - <http://www.ccmconnection.com/>
- Council of Public Relations Firms - <http://www.prfrms.org/>
- National Association of Government Communicators (NAGC) - <http://nagc.com/>

- Public Affairs Council - <http://pac.org/>
- Public Relations Student Society Of America (PRSSA) - www.prssa.org
- Arthur W. Page Society - <http://www.awpagesociety.com/>

Internet Resources

- Careers in Public Relations (PRSA) - <http://www.prssa.org/Resources/profession/>
- Council of Public Relations Firms: Career Center - www.prffirms.org/career/default.asp
- Jobweb article on PR Careers - http://www.jobweb.com/Resources/Library/Careers_In/Network_Into_45_01.htm
- O'Dwyer's PR Firms Database - <http://www.odwyerpr.com/>
- PRNews - <http://www.prnewsonline.com/>
- PRNewser - <http://www.mediabistro.com/prnewser/>
- PRSSA JobCenter Resources - <http://www.prssa.org/jobcenter/resources/>
- PR Week - <http://www.prweek.com/>
- Wetfeet - <http://www.wetfeet.com>
- Vault - <http://www.vault.com>

CAREER OPPORTUNITIES IN CONSULTING: DEVELOPMENT

Description of the Field

Development consulting firms are for-profit agencies, which enter into contracts to support and supply expertise to international development projects coordinated by larger agencies such as the United Nations Development Program (UNDP), the United States Agency for International Development (USAID), and The World Bank. According to James Fay, Ph.D., in *Guide to Careers in World Affairs*, "Over 4,000 international consulting firms are registered with The World Bank. USAID maintains records on 1,000 U.S. consulting firms." Regardless of their firms' sizes, development consultants generally address two broad areas: technical services, such as agriculture and engineering; and social services, which include such areas as education and healthcare. For example, some development consulting organizations may manage projects geared toward financing small businesses; others teach and train indigenous people in nutrition and healthcare, agricultural and livestock methods and community planning.

Career Paths and Entry Salaries

In the field of development consulting, positions for research, administrative or associate project assistants, interns, or procurement specialists, as well as project monitors will offer the greatest opportunity for entry. After one or two years, larger organizations allow for movement into research associate and program assistant positions. Other firms regard recruitment managers or directors, directors of Offices of Human Resources, or junior development staff as middle-level positions. With five to ten years of experience and a Master's degree, development consultants typically hold positions at the officer level for financial, evaluation, and project positions. There are typically no senior-level positions for generalists, and specialists require a Ph.D. or MBA/MPA/MPH.

As this work often is contracted through the government, expect starting salaries to be modest to low, typically in the high 30s. The range goes up to approximately \$40,000 to \$80,000 or more after one to two years.

Because most organizations in the field have a hierarchical management structure, if you are not experienced (see qualifications), be prepared to work your way up from an entry-level administrative position. Stay in the system; everyone starts with grunt work, but entry-level positions can be grown into technical ones. "Get your foot in the door, and make yourself indispensable," says Rachel Peterson, recruitment manager of Development Alternatives, Inc.

The first-year development consulting employee can expect to be conducting research or writing and editing reports/proposals. Expect to spend two to three years writing proposals; however, there may be opportunities for short-term field assignments after one's first year.

Overseas assignments are possible with significant prior overseas experience. Consultants typically have more than 10 years of experience in a specific technical area or are Ph.D.s with overseas research experience. After five years, long-term assignments abroad are possible.

Demand

Development consulting firms have a small permanent staff. Additional hiring is based exclusively on new and anticipated contracts in the field of development consulting. "But if you do your homework, you can find out where the money is going to get your foot in the door early," says Ms. Peterson. USAID's annual budgets are published in book form, stating the types of projects they are funding for the coming year, as well as where they are located. For example, the *Consumer Business Daily* lists USAID's requests for proposals (RFPs) for all

upcoming project work. If you know someone in the country, ask them to find out who is bidding for the project and write to them.

Because organizations usually promote from within, there is a great deal more accessibility at the entry level. For positions that hire in the \$30,000 - \$55,000 range, there is limited opportunity for entry at this mid-career level. Beyond this, however, it is extremely unusual to be hired from outside of the firm.

Qualifications Necessary to Enter the Field

The basic expectations for people entering the field are that they will have strong analytical and writing abilities. Development consulting firms also look for skills in computer systems, media, statistics, administration and management. A foreign language, overseas experience in a developing country, and experience in the private sector are three *big* pluses.

Two or more years of overseas experience, or a Ph.D. with overseas research, are required for people who desire assignments abroad early in their careers. Some organizations require technical experience in agriculture, architecture, public health, hydrology, economics, or engineering as a hiring prerequisite, even at the entry levels.

Sample Group of Employers – worldwide

ABT Associates, Inc.	International Science & Technology Institute
Agrer	Institute for Sustainable Communities
Altair Asesores	International Business & Technical Consultants, Inc.
AMEX International	IDBC
ARD Inc.	International Management and Communications Corporation
Arden Price	Intrados Group
Aries Group	IRG (International Resources Group)
Arthur D. Little, Inc.	J.E. Austin Associates
Atos Origin	John Snow, Inc.
Bannock Consulting	Kalimajaro International
Birch & Davis International, Inc.	K&M Engineering and Consulting Corporation
Booz Allen Hamilton	KPMG/Bearing Point
Cambridge Consulting Corporation	KPMG/Barents
Casals & Associates, Inc.	Land O'Lakes International Development Division
Carana Corporation	Lincoln International
CDM	Lloyds TSB Bank
Center for International Private Enterprise	Louis Berger Group
Checci and Company Consulting, Inc.	Management Systems International
Chemonics International Consulting	Mendez England & Associates
Clapp & Mayne Inc.	Nathan Associates
Coopers and Lybrand	Options
Cowater International	OFT Group
Creative Associates International, Inc.	Overseas Projects Corporation of Victoria
Dalberg	PA Consulting
Deloitte & Touche	Padco Inc.
Development Alternatives Inc.	PDP Australia Pty Ltd.
Development Associates	POHL Consulting & Associates
DevTech Systems	P.E. International Consultants Ltd.
Ebony Consulting	PriceWaterHouseCoopers
Economic Consulting Associates	Prosperity Strategies
Emerging Market Economics Limited	PWA International
Enterplan	Resources Management International Solutions for Progress

Equinoccio
 FACET
 GFA Management of GFA Luso
 GRBW
 GRM International
 GTZ International Services
 Hub Consulting

TCG International
 The IMC Group
 The Mitchell Group
 TSG
 The Pragma Corporation
 ULG Sustainable Development Worldwide

Nonprofit Organizations that do Development Consulting

ACDI-VOCA
 Bellanet
 CHF International
 Concern Universal
 Enterprise Works
 Institute for Public-Private Partnerships
 Integration

Integration
 International Relief and Development
 MEDA – Microfinance
 RTI International
 Strategies for International Development
 SNV Netherlands Development Organization
 Technoserve

Future Challenges of the Profession

With the current and anticipated reductions in defense contracts, the pool for bidders on other contracts is growing and, therefore, becoming more and more competitive. The reductions in contracts extended by the USAID are also shrinking opportunities for new work in the development consulting field. As a result, many firms hope to develop new contracts through the various regional development banks and United Nations agencies.

There is growth, however, in projects being developed for the countries of Eastern Europe and the former Soviet Union. Such projects are calling more and more on people with strong Russian Slavic language skills, as well as private sector and finance experience.

CAREER OPPORTUNITIES IN CONSULTING: MANAGEMENT & STRATEGIC

Description of the Field

Typically, consultants conduct research, analyze data, prepare reports and present findings; less frequently a management consultant will become involved in the actual implementation of the plan. Profits are derived from fees to clients, which consequently breaks down to "billable hours." In general, the work environment is fast-paced and stimulating and involves long hours. Work weeks of between fifty to seventy-five hours are not unusual.

Management consultants are professionals who are trained to solve problems, devise strategies, and improve the general welfare of their clients no matter what the industry. Management consultants help clients solve specific problems (usually focused on the short-term), while a strategy consultant researches and develops strategies for improving the long-term goals of the company. Companies hire consultants not only for their problem solving abilities, but also for their objectivity.

Management consultants tend to work in teams of 3 to 4 individuals with one person assuming the leadership role. Travel is another important aspect of a management consultant's professional life. Spending time with clients on the premises is an essential part of the consultant's responsibilities. If you are working a management case, you may spend three to four days at the client site. It is not unusual for a consultant to fly out every Sunday night and fly home every Friday night until the project is finished.

Career Paths and Entry Salaries

While different firms have different titles for the same positions, entry-level positions traditionally include:

Analysts/Research Associates: These positions are typically filled by undergraduates. Salary Range: \$50,000 to \$60,000, with signing bonuses of around \$10,000.

Associates/Senior Associates: These positions can be filled by M.A., M.B.A., Ph.D. and J.D. graduates. Salary Range: \$60,000 to \$130,000, with signing bonuses ranging from \$10,000 to \$25,000. M.B.A.'s may be offered higher salaries than professional and academic Masters.

The type and amount of work depends on the kind of project the consultants are working on. The three main types of cases are *strategy*, *management* (which would include operations and business organization), and *systems design*.

It is possible for a management consultant to have an entire career with one company. From the associate level, an individual can work up to manager, managing director, vice president to partner and/or principal. Some management consultants will focus on one industry and others will work with a wide array of clients from various sectors. More typically, after a few years with one consulting company, a management consultant may choose to leave the firm and work for one of their clients. In this situation, the management consultant will typically assume a strategic planning role for the organization; however, the possibilities are not limited to this one function.

Qualifications Necessary to Enter the Field

Most consulting firms tend to hire people with advanced degrees, typically law, business and other specialty areas or with some specialized experience. Academic excellence, leadership and team skills gained from extracurricular activities and private sector experience derived from internships are important in the consideration process.

Besides outstanding academic records, firms want people who are problem solvers, creative thinkers, good communicators, and who have a keen understanding of and interest in business. The following qualities are essential for consultants:

- ✓ Excellent oral and written communication skills
- ✓ Strong analytical abilities (including quantitative methods)
- ✓ Attention to detail and deadlines
- ✓ Proven leadership capabilities
- ✓ High energy and enthusiasm
- ✓ Ability to work in teams
- ✓ Excitement about consulting
- ✓ Success on the “airplane test” — would a colleague want to sit next to you on a long overseas flight?
- ✓ Interpersonal skills

Application and Interview Procedures

The recruitment staff in the top management consultant firms play a major role in the application process. Interested candidates should inquire about each firm's deadlines and forward resumes and cover letters accordingly. The traditional time-line starts with information sessions in the early fall and interviews beginning as early as October and concluding as late as April. Apply to a consulting firm earlier rather than later in the academic year, and always keep in mind that personal, professional and alumni contacts can be very helpful when one is trying to get hired by a management consulting firm.

Depending on which firm a candidate is applying to, two to three rounds of interviews will be held. The first interviews are with one or two members of the recruitment team. (Recruitment teams are comprised of line staff from varying levels which rotate on and off recruitment duty.) One interview will usually be a “fit” interview and the other a “case” interview.

The “fit” interview is generally a discussion about the candidate's background and experience. This part of the interview process offers the important opportunity for an applicant to demonstrate important characteristics such as leadership, innovation, creativity through the stories and examples that he or she decides to discuss.

The “case” interview is highly structured. The applicant will be presented with a business problem and asked to provide a strategy and possible solution in 20-25 minutes. The interviewer is looking to see how the applicant analyzes a problem and how he or she attempts to solve the problem. The interviewer is not looking for technical expertise - this is truly an evaluation of how the applicant thinks. Mock case interviews are strongly encouraged for Masters candidates.

The interviewee should be prepared to demonstrate quantitative skills and highlight leadership skills, all while being a team player. Communication and interpersonal skills are paramount. Is the interviewee engaging and enthusiastic? Does the interviewee have the poise and sophistication to impress and persuade a client? The interviewers will be asking themselves whether or not they would feel comfortable having you present in front of a client.

The Case Question

The most important part of the interview is the case question. Consultants must be able to effectively synthesize mass quantities of foreign data, structure an approach to a given client issue and hypothesize logically and creatively. The case question is designed to test a candidate's ability to think logically, to determine tolerance for

ambiguity and data overload, to observe his/her thought process, to assess poise and communication skills under pressure, and ultimately, to determine if the candidate is a good “fit”.

For more information on case studies, candidates should read:

- The *Ace Your Case* series, by Wet Feet Press (<http://www.wetfeet.com>).
- *The Wharton MBA Case Interview Study Guide*, published by the Wharton MBA Consulting Club.
- *The Harvard College Guide to Case Questions*, available through the Office of Career Services at Harvard College (617) 495-2595.

Sample Group of Employers

- Bain & Co. <http://www.bain.com>
- Booz Allen & Hamilton <http://www.boozallen.com>
- Boston Consulting Group <http://www.bcg.com>
- J.P. Canon Associates <http://www.jpccanon.com>
- Deloitte Touche Tohmatsu <http://www.deloitte.com>
- Ernst & Young <http://www.ey.com/global>
- LEK Consulting <http://www.lek.com>
- McKinsey & Co. <http://www.mckinsey.com>
- Mercer Management Consultants <http://www.mercermc.com>
- Monitor Consulting <http://www.monitor.com>
- William Kent International <http://www.wkint.com>

Future Challenges of the Profession

The management consulting industry’s challenges reflect the demands that are facing today’s leading businesses. Both big and small businesses are looking for new ways to increase profits and decrease costs. When a client company’s budget shrinks, the relative cost of a management consultant rises; it is essential for a successful firm or consultant to add noticeable value to their clients operations and bottom line. Also, as the market becomes increasingly international, an ability to approach problems from a global perspective will be useful. Specialized skills such as language fluency and technical knowledge are increasingly important. In addition to skill, it is essential to build contacts by contacting alumni from your school who are working with firms you are interested in to build your networking infrastructure.

Resources for Additional Information

Associations

- Association of Management Consulting Firms - <http://www.amcf.org>
- International Council of Management Consulting Institutes - <http://static.icmci.org/home>

Internet Resources

- Careers in Business <http://www.careers-in-business.com/consulting/mc.htm>
- Vault <http://www.vault.com>

- Career Journal <http://www.careerjournal.com> Wall Street Journal online careers information
- Consulting Case 101
<http://www.consultingcase101.com/list-of-top-management-consulting-firms/>

Publications

- *The Harvard Business Review* publishes a pamphlet on management consulting firms.
- *The Harvard Business School Guide to Careers in Management Consulting*, by Harvard Business School Publishing Corporation, 2000.
- *In Search of Excellence: Lessons from America's Best Run Companies*, by Thomas J. Peters and Robert H. Waterman, Collins, 2004.
- Listings in the business press such as special editions of *Forbes*, *Fortune*, *Business Week*, and the *Wall Street Journal*.
- *Operating Ratios for Management Consulting Firms -- 2005 U.S. Edition*, Association of Management Consulting Firms, New York, N.Y. (has salary information)

CAREER OPPORTUNITIES IN CORPORATE SOCIAL RESPONSIBILITY

Description of the Field

“Corporate Social Responsibility” emerged in the 1990s as the new big idea in the business world and since then has developed into a field with substantial and diverse career opportunities. The term “corporate social responsibility” (CSR) has been coined to define how companies behave in social, environmental, and ethical contexts. CSR involves integrating the issues of the workplace, the community, and the marketplace into core business strategies. Driving this emerging field are the customers who choose products with good reputation, investors who put money into companies with exemplary records, firms that invest in the future or training of their employees, and employers interested in mutually beneficial relationships with local communities.

Career opportunities in CSR reflect the diversity of the field and incorporate the private, public, and non-profit sectors.

Private Sector

The first place to find CSR-related positions is within companies. CSR departments are often located in places such as the public relations, compliance, or legal divisions and known alternatively as “human rights programs,” “reputation management,” or “environmental risk.” Opportunities are also appearing in the large accounting and consulting firms, many of which are trying to compete with the niche CSR consulting firms and offering their own CSR client services. The growth of interest in socially responsible investing (SRI) has also led to opportunities working for companies which screen firms on CSR issues and produce stock indices and socially-conscious mutual funds. As with strategic CSR consultancies, SRI jobs can be found either within larger investment houses or in independent boutique firms.

Public Sector

The public sector CSR career options can be found mainly in national government agencies and international organizations. There are now CSR positions in international organizations such as the UN’s International Labor Organization and the World Bank via the Business Partners for Development program. National governments have also started building CSR departments, often in their international development branches such as USAID in the US, the DFID and Foreign Office in the UK, and the UNDP. The British government has even gone as far as instituting a Minister for Corporate Social Responsibility. Internationally, both the UN and the World Bank have become very involved in promoting CSR. Through the UN there is the International Labor Organization, the Global Compact, and some initiatives within the UNDP. Both the World Bank and World Bank Institute have their own initiatives in CSR, corporate governance and private sector development.

Nonprofit Sector

There are a wide variety of NGOs, industry associations, think tanks, and academic institutions engaging in learning and/or advocacy within the CSR arena. These include groups such as the Business for Social Responsibility, Climate Counts and Ceres. These groups promote and examine the use of CSR concepts within the private and public spheres.

Career Paths and Entry Salaries

There is no such thing as a typical career path in CSR. One could start in big business, working in the compliance department of a firm such as Levi Strauss, but eventually move into the public sector, designing government policy. Alternatively, one might go on to work for a niche consulting company providing CSR client services.

Career paths are not predetermined; there is a large degree of movement, especially compared to more structured career paths such as management consulting.

Entry salaries vary as much as career paths and could range from the lower end of working for a CSR non-profit to better remunerated positions working in the legal department of a corporation. Between these extremes are corporate positions and those within international institutions such as the World Bank and the UN.

Demand

Consumers are demanding more information on everything from where and how their goods are produced to the environmental record of the companies they invest in. Both the Dow Jones and FTSE produce specialist indices to provide investors with information on which companies score highly on CSR-related concerns. The governments of some countries require companies to assess and monitor their wider social, environmental, and ethical performances. There is some debate, however, among CSR experts on the extent of customers' CSR demands, both in socially responsible niche markets and in mainstream markets.

The large natural resource extraction companies such as Shell, BP, and ExxonMobil were the earliest to address CSR issues and hire CSR professionals. This was in part due to the particular nature of their products. In the 1980s, footwear and apparel companies were forced to address the problem of sweatshops in their supply chains. Nike in particular was called out for their poor working conditions in developing countries and have now turned that crisis around through their CSR efforts and are ranked as one of the best examples of a corporate citizen. The spotlight is widening: companies as diverse as Hershey's and Hewlett Packard are looking very carefully at their wider responsibilities, as they see the business benefits of CSR over adverse publicity. Job opportunities in CSR have expanded as a result. In addition, there are companies, such as Timberland, Ben and Jerry's, and Stonyfield Farms, which have put CSR performance at the center of their brand image.

Following the growth in interest of CSR among these companies, the large consulting and accounting firms are now offering their own CSR-related services. These include Arthur D. Little's environment and risk services, Ernst and Young's environmental and sustainability services, KPMG's sustainability and advisory services and social auditing services, and PwC's reputation assurance practice. Even the large development consulting companies such as Development Alternatives Incorporated (DAI) whose clients are usually government agencies are getting involved, due to the considerable impact so many MNCs have on developing world communities.

The demand for people with an interest or experience in the CSR field is growing quickly as communications improve and demand for increased transparency and accountability in the corporate sector increases. In addition, recognition of the important positive role that the corporate sector can play in the communities it touches has encouraged companies themselves to become involved, spurred on by governments and non-profit organizations.

It should also be noted that the commitment to CSR and hence supply of related jobs is, at present, more developed in Europe than it is in the US, although the American market is growing rapidly.

Qualifications Necessary to Enter the Field

There are no prerequisite qualifications to enter this field. Since the field itself is relatively new, direct experience in the sector is less important than it might be in other professions. Rather, transferable skills and knowledge are valued instead. For example, a law degree might be necessary for certain human rights positions, or a scientific degree or background required to work in environmental CSR.

In addition to content knowledge, it is important to demonstrate a long-term interest in the subject and to be conversant on the current CSR debates. Interest can be shown through extra-curricular involvement in CSR societies and conferences (such as Net Impact), coursework, internships, or a variety of other activities. The CSR

community is still relatively small; therefore, it can be much easier to network and become familiar with current issues than in more established fields.

Sample Group of Employers

Academia and Research

- University of California, Berkeley's Center for Responsible Business - <http://responsiblebusiness.haas.berkeley.edu/>
- Harvard Business School, Social Enterprise Initiative - <http://www.hbs.edu/socialenterprise/>
- Kennedy School of Government, Corporate Social Responsibility Initiative - <http://www.hks.harvard.edu/m-rcbg/CSRI/>
- Boston College, Center for Corporate Citizenship - <http://www.bcccc.net/> MSCI ESG Research - <http://www.msci.com/>
- Stanford University's Center for Social Innovation -

Associations

- Business for Social Responsibility (BSR) - <http://www.bsr.org/>
- International Business Leaders' Forum (IBLF) - <http://www.iblf.org/>
- Human Rights Business Institute (Denmark) - <http://www.humanrightsbusiness.org/>
- Net Impact - <http://www.netimpact.org/>
- The Women's Network for a Sustainable Future (WNSF) - <http://www.wnsf.org/>
- Ceres - <http://www.ceres.org/>

Consultancies

- AccountAbility - <http://www.accountability.org.uk/>
- SustainAbility - <http://www.sustainability.com/>
- PricewaterhouseCoopers - <http://www.pwcglobal.com/>
- Development Alternatives Inc. - <http://www.dai.com/>
- Foundation Strategy Group - <http://www.fsg-impact.org/>
- Sustainability Recruiting by Ellen Weinreb - <http://www.ellenweinreb.com>
- Alternative Consulting - <http://www.altconsulting.org>
- LUCITA - <http://www.lucita.net>
- WSP Group - <http://www.wspgroup.com/>
- Fresh Marketing - <http://www.freshmarketingnow.com/>
- The Corporate Citizenship Company - <http://www.corporate-citizenship.co.uk/>
- STR Responsible Sourcing - <http://www.strquality.com/>

Corporations

- Exxon Mobil - <http://www.exxonmobil.com/corporate/>
- Hewlett Packard - <http://www.hp.com/>
- Reebok International - <http://www.reebok.com/US/>
- GE - <http://www.ge.com/>
- Home Depot - <http://www.homedepot.com/>
- Nike - <http://www.nike.com>
- Patagonia - <http://www.patagonia.com>
- Polo Ralph Lauren Corp - <http://www.polo.com/home/index.jsp>
- Starbucks Coffee Company - <http://www.starbucks.com/>
- Procter & Gamble (P&G) - http://www.pg.com/en_US/index.jhtml
- Cisco Systems - <http://www.cisco.com/>

- The Gap - <http://www.gapinc.com>
- Timberland - <http://www.timberland.com/home/index.jsp>

International Organizations

- The United Nations - <http://www.un.org>
- The World Bank - <http://www.csrwbi.org>

Law Firms

- Baker McKenzie - <http://www.bakermckenzie.com/>

Nonprofits

- Verite Inc. - <http://www.verite.org/>
- Climate Counts - <http://climatecounts.org>
- Rainforest Alliance - <http://www.ra.org/>
- Amnesty International - <http://www.amnesty.org/>
- CSR Europe - <http://www.csreurope.org/>

Socially Responsible Investing

- AccountAbility - <http://www.accountability.org.uk/>
- Ethical Investment Research Services (EIRIS) - <http://www.eiris.org/>
- SocialFunds.com - <http://www.socialfunds.com/>
- Calvert Group - <http://www.calvertgroup.com/>
- The Conservation Company - <http://www.tccgrp.com/>
- Acumen Fund - <http://www.acumenfund.org>
- Pax World Funds - www.paxworld.com

Future Challenges of the Profession

Along with the increasing interest in and development of the field of CSR there are some challenges as well. Like every emerging field, some people have tried to downplay its importance and labeled it a trend which may go out of fashion. There is certainly a backlash in some quarters: Nestlé withdrew some of its commitments and Nike has fought to defend some statements it made back in 1996 about its working conditions. And like Human Resources and Marketing departments, during an economic downturn, honoring CSR commitments are more difficult for some firms. In addition, there is also much work to be done to make the CSR field itself more rigorous, to find ways to gather qualitative and quantitative information more efficiently and easily, and to make standards more uniform and accepted in specific sectors. Despite these challenges, the CSR movement has gained enough momentum such that it would be hard to reverse; and people with CSR-related skills and experience are therefore likely to be increasingly sought after.

Resources for Additional Information

Internet Resources

- Association of Strategic Alliance Professionals - <http://strategic-alliances.org> - ASAP serves those who manage strategic alliances in the modern enterprise.
- Boston College's Center for Corporate Citizenship - <http://www.bccccc.net> - Features job postings in CSR.
- Business Ethics Magazine - <http://www.business-ethics.com/>

- Business for Social Responsibility - <http://www.bsr.org/resources/jobs/index.cfm>
- Helps companies achieve success and demonstrate respect for ethical values; its job listings are from organizations' member companies in the private, non-profit, and public sectors.
- The University of Edinburgh: CSR Chicks is a network of professional women (U.K. based) working in the field of corporate social responsibility - <http://www.careers.ed.ac.uk/STUDENTS/Careers/Corporate%20Social%20Responsibility%20and%20Ethical%20Careers.html> - Students interested in CSR jobs can also subscribe to (csr-chicks-subscribe@yahoogroups.com) and/or (csr-blokes-subscribe@yahoogroups.com) a listserv that circulates job postings in this field.
- CSR Hub – <http://www.crshub.com>
- CSR Europe - <http://www.csreurope.org> - A non-profit organization that helps companies combine corporate social responsibility and business practice. It provides CSR job listings in the US and Europe at private and non-profit firms.
- CSR International: An Incubator for CSR 2.0 Solutions - <http://www.csrinternational.org/about>
- CSRwire - <http://www.csrwire.com>- A corporate responsibility newswire service.
- Sustainability Recruiting by Ellen Weinreb - <http://www.ellenweinreb.com/resources.htm> - A useful list of links for CSR jobs.
- Ethical Corporation - <http://www.ethicalcorp.com> - Provides business information about corporate social, financial, and environmental responsibility, as well as links to CSR job and internship listings at private and non-profit firms worldwide.
- Good Money - <http://www.goodmoney.com/> - Provides investment handbooks on companies with socially responsible records; the firm posts private-sector corporate responsibility job announcements on its website.
- Idealist.org - <http://www.idealists.org> - Job and internship listings in economic development, social services, human rights, environmental issues, and more. Users can search for jobs by country, state, or city.
- Net Impact - <http://www.netimpact.org/index.cfm>.
- Oxford HR - www.oxfordhr.co.uk – A consultancy that helps agencies recruit for management and specialist posts in the areas of development aid, emergency relief, environmental conservation, and ethical business.
- Starting Bloc - <http://www.startingbloc.org>.

- Sustainability Practice Network (SPN) - <http://www.sustainabilitypractice.net/about.html> - A NYC-based forum for professionals working with corporate responsibility and sustainability issues to build a community based on learning, discussion, information and idea exchange.
- 3BL Media – <http://www.3blmedia.com>

Publications

Common Interest, Common Good: Creating Value through Business and Social Sector Partnerships, by Shirley Sagawa, et al, Harvard Business School Press, 2000.

Compassionate Capitalism: How Corporations Can Make Doing Good an Integral Part of Doing Well, by Marc Benioff and Karen Southwick, Career Press, 2004.

Corporate Social Responsibility as an International Strategy, by Christina Keinert, Physica-Verlag (2008)

Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause by Philip Kotler and Nancy Lee, Wiley Press (2004)

Harvard Business Review on Corporate Social Responsibility, Harvard Business School Press, 2003.

How to Change the World: Social Entrepreneurs and the Power of New Ideas, by David Bornstein, Oxford University Press, 2004.

Natural Capitalism: Creating the Next Industrial Revolution, by Paul Hawken, Amory Lovins, et al, Back Bay Books, 2008.

Profits with Principles: Seven Strategies for Delivering Value with Values, by Ira A. Jackson and Jane Nelson, Currency Publishers, 2004.

Raising the Bar: Integrity and Passion in Life and Business: The Story of Clif Bar Inc., by Gary Erickson, Jossey-Bass, 2006.

Saving the Corporate Soul and (Who Knows?) Maybe Your Own: Eight Principles for Creating and Preserving Wealth and Well-Being for You and Your Company Without Selling Out, by David Batstone, Jossey-Bass, 2003.

In Pursuit of the Common Good, by Paul Newman and A.E. Hotchner, Nan A. Talese, 2008.

The Age of Responsibility: CSR 2.0 and the New DNA of Business, by Wayne Visser, Wiley Press (2011)

The Cathedral Within: Transforming Your Life by Giving Something Back, by William H. Shore, Random House, 2002.

The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits, by C.K. Prahalad, Wharton School Publishing, 2009.

What Matters Most: How a Small Group of Pioneers is Teaching Social Responsibility to Big Business, and Why Big Business is Listening, by Jeffrey Hollender and Stephen Fenichell, Basic Books, 2006.

CAREER OPPORTUNITIES IN ENERGY

Description of the Field

The energy industry encompasses a variety of products and services including electricity, natural gas, oil, and renewable energy technology. It examines issues of energy acquisition and energy trading worldwide. The focus on deregulation and the privatization of energy has increased throughout the world. Multilateral partnerships examining impact on the environment and sustainable development have resulted in policy recommendations and expanded markets for renewable energy alternatives. There is also growing concern around the relationship between energy resources and security/conflict.

Professional work in the energy industry involves:

- Researching and analyzing policy
- Understanding policy trends and directions
- Examining regional and market trends
- Developing and operating energy infrastructure projects
- Marketing energy efficiency improvements
- Developing community outreach related to projects or plants
- Environmental and regulatory compliance
- Integrating energy management services
- Assessing global impact and advocating new approaches toward management, development, and technology
- Understanding natural gas storage, production and transportation assets
- Marketing and trading physical and financial energy products including natural gas, power, crude oil and associated commodities
- Acquiring or developing power plants for the competitive market.

Career Paths and Entry Salaries

Some career paths in the energy field may target an engineering or business background, but many opportunities exist that target a wider scope of marketable skills, experience, and training. Career paths in policy making, policy analysis, and policy research often do not require the technical background, but knowledge of the energy field and an understanding of finance, development, and the environment can increase competitiveness depending on the interest area. Knowledge of particular regions and languages can also be marketable skills in the energy field. Gaining internship experience that is relevant to the area of interest provides exposure to technical aspects while further developing analytical and communication skills. An internship also places an essential foot in the door that can help with employment prospects and advancement within energy companies.

Salaries vary depending on the qualification needed and the employer. Entry-level salaries range from the upper \$30,000s in non-profit organizations, government and research organizations to the upper \$60,000s in engineering firms and consulting companies, with the upper range targeting those with more work experience or technical knowledge. Salary differentials may exist for candidates who have technical or scientific degrees or significant work experience in the field, on Capitol Hill, or in federal agencies.

Private Sector

Many private sector employers, especially large oil or gas companies, tend to invest in the development of career employees and promote from within. Depending on the size, nonprofits may operate similarly with opportunities

for further career training. Willingness to travel can be an advantage, along with gaining specific experience in project or program management important for long-term career advancement.

Public and Nonprofit Sectors

A person entering the public or nonprofit sectors as a research or policy assistant might expect to move from analyst or technical consultant and into project or program management. The career path within a federal government agency such as Department of Energy will be similar to other policy positions in government. Opportunities exist for recent graduates and other entry-level positions in areas such as economic and policy analysis.

In the nonprofit world, positions focus on general research of energy trends, international energy policy formation, training, and arranging international collaboration between utilities or other energy entities. Because of their relatively small size, all professionals are expected to participate in a wider range of activities than in large for-profit companies, though this will include the occasional administrative task. Except for larger nonprofits, advancement often comes from moving to another organization.

Demand

The demand continues for candidates with business backgrounds as a result of consumer utility industry deregulation, advancements in alternative energy sources and a growing demand of current sources of energy in the developing world. Graduates can still find opportunities in marketing, management, and planning positions. Other opportunities exist in consulting companies who typically advise foreign governments on establishing regulation, planning for transmission, and restructuring distribution companies.

Though private sector employers tend to hire graduates with engineering or technical backgrounds, opportunities exist for graduates with experience in specific geographic regions, language skills, policy analysis, marketing, public affairs, and business development. Openings can also occur in strategic planning or external relations departments for candidates with congressional or federal experience. In research and consulting organizations that serve the federal government, there is some demand for science and technology specialists, especially for those with expertise in alternative energy and technology transfer.

Environmental impact and increased attention to energy conservation continue to provide new and challenging opportunities for graduates with an interest in technology and policy issues for private industry and governments.

A combined interest in energy, environment, and development is also a growing area for nonprofits and international organizations with programs or whole divisions examining implications for sustainable development. In the private sector there is also an increased focus on corporate responsibility as it relates to sustainable development.

Qualifications Necessary to Enter the Field

- ✓ Excellent writing skills
- ✓ Ability to gather and synthesize information
- ✓ Ability to write business plans
- ✓ Client management skills
- ✓ Understanding of policy process
- ✓ Strong background in economics
- ✓ Quantitative skills
- ✓ In-depth regional knowledge or specialization
- ✓ Language skills
- ✓ Engineering and/or private industry background or experience a plus

Sample Group of Employers

Private Sector

- AES www.aes.com
- BP www.bp.com
- Chevron Texaco www.chevron.com
- Duke Energy www.duke-energy.com
- Energy Security Analysis Inc. www.esai.com
- Evolution Markets www.evomarkets.com
- ExxonMobil www.exxonmobil.com/corporate
- International Resources Group www.irg ltd.com
- Mirant www.mirant.com
- Natsource <http://fw-www-natsource.appliedinfo.com/index.asp>
- Nexant Energy Consulting www.nexant.com
- Nuclear Research and Consultancy Group www.nrg-nl.com
- PA Consulting www.paconsulting.com
- PACE Global Energy Services www.paceglobal.com/paceglobal/index.cfm
- Shell www.shell.com

Nonprofit Organizations

- Academy for Educational Development www.aed.org
- Alliance to Save Energy www.ase.org
- American Gas Association www.aga.org
- American Wind Energy Association www.awea.org
- Business Council for Sustainable Energy www.bcse.org
- Edison Electric Institute www.eei.org
- Institute of International Education www.iie.org
- US Energy Association www.usea.org
- Winrock International www.winrock.org

Government

- House Committee on Energy and Commerce <http://energycommerce.house.gov>
- State Utility Commissions www.consumeraction.gov/utility.shtml
- US Agency for International Development www.usaid.gov
- US Department of Energy www.energy.gov
- US Environmental Protection Agency www.epa.gov

Resources for Additional Information

Energy Associations

- American Petroleum Institute <http://api-ec.api.org>
- American Wind Energy Association www.awea.org
- Electric Power Research Institute www.epri.com
- Europia, Oil Marketing and Refining Industry www.europia.com
- Gas Technology Institute www.gastechnology.org
- International Hydropower Association www.hydropower.org
- International Petroleum Industry Environmental Conservation Association www.ipieca.org
- Nuclear Energy Institute www.nei.org
- US Energy Association www.usea.org

Internet Resources

- Energy Careers www.energycareers.com
- Energy Efficiency and Renewable Energy www.eere.energy.gov/education/careers.html
- Environmental Career Opportunities <http://ecojobs.com>
- European Commission on Energy Research http://europa.eu.int/comm/research/energy/index_en.html
- International Association for Energy Economics www.iaee.org
- International Emissions Trading Association www.ieta.org
- International Energy Agency www.iea.org
- Professional Energy Jobs www.professionalenergyjobs.com
- Sustainable Business.com www.sustainablebusiness.com
- World Bank Energy Program <http://web.worldbank.org/WBSITE/EXTERNAL>
- UNDP Energy for Sustainable Development www.undp.org/energy

Publications

Plunkett's Energy Industry Almanac, published annually

Vault Guide to the Top Energy & Oil/Gas Employers, T. Turner, 2005. www.vault.com

WetFeet Guide to Careers in Oil and Gas. www.wetfeet.com

CAREER OPPORTUNITIES IN ENVIRONMENTAL POLICY/PROGRAM MANAGEMENT

Description of Field

Over the past 100 years, environmental policy careers have tracked the environmental movement generally. Early efforts were targeted at conservation and preservation, which then grew into the pollution regulation and mitigation focus of the 1970's through the mid-1990's. Today's environmental managers and policy makers are focused on pollution prevention and integration of environmental considerations into economic and social decision-making.

Population and economic growth pressures are creating complex environmental problems that directly impact all aspects of human society. Sustainable development, once the cutting edge of environmental issues, is now expanding to incorporate education, governance and democracy, poverty reduction, public health, security, and economic strategy along with traditional environmental fields of agriculture, natural resource management, pollution abatement and conservation. For example, waste management cannot be addressed with simply landfill policies, but must incorporate smart growth, recycling, emission capture, and creation of markets to turn waste into a useful commodity.

Challenges for today's international environmental policy analysts include: controlling global climate change, considering environmental regulations in treaties and trade agreements, creating environmentally and economically sustainable development, and helping the private sector find ways to incorporate environmental concerns into business planning. In much of the world, basic environmental management such as water resources, wetlands protection and restoration, and environmental health are also very important developments as economic progress puts stress on existing systems.

Career-related activities within this field include policy and scientific research, environmental education and advocacy, regulatory and legislative design, technical assistance to government agencies for planning and management, regulatory compliance and enforcement, and entrepreneurial development in environmental products and services.

Career Paths and Entry Salaries

Entry level positions in international environmental policy can be found in government, private industry, international organizations, and research, nonprofit and non-governmental organizations.

The U.S. federal government is the largest single employer in the environmental career world. While the Environmental Protection Agency (EPA) is the agency traditionally associated with environmental policy development in the U.S., including international environmental policy, many federal agencies pursue international environmental activities, including agencies like the U.S. Forest Service, U.S. Fish and Wildlife Service, U.S. Food and Drug Administration, United States Agency for International Development (USAID) and the U.S. Department of State. One program that provides entry into the federal government is the Presidential Management Fellowship (PMF).

The private sector has both traditional businesses and consulting firms. Traditional businesses seek qualified managers to work in environmental compliance programs, to incorporate environmental concerns into business strategies, to improve performance by waste reduction and energy efficiency, and to develop sustainable

strategies. Environmental consulting firms provide technical assistance to both domestic and foreign government agencies as they work on environmental problems and solutions. They need both administrative managers who write and manage the contract proposals and technical experts who provide the research for various tasks in an awarded contract. Starting as a contract employee with a consulting firm might provide an entry point into environmental consulting. While starting salaries are not unusually high, income is often supplemented with benefits for staff that travel overseas regularly.

Employment opportunities within nonprofit, non-governmental, and international organizations are highly competitive and not as numerous as within the other sectors mentioned. According to a survey by the Environmental Careers Organization, the 30 best-known environmental nonprofit organizations employ less than 5,000 employees total, and approximately half of those employees are with The Nature Conservancy, the largest environmental nonprofit group. While salaries are sometimes lower in nonprofits than in government or private organizations, nonprofit boards are showing more willingness to reward hard work with increased compensation in order to maintain organizational stability.

Demand

While the need for an understanding of global environmental issues is useful, jobs in the field are very competitive as many students are interested in international environmental careers.

Positions in federal government are being privatized to increase flexibility, so networking to determine the appropriate contractors for specific policy areas is important. International organizations also hire contractors through personal and professional connections. Even nonprofit and non-governmental organizations are flooded with applications for program positions.

Qualifications Necessary to Enter the Field

In most cases, a graduate degree is essential to succeed in the international environmental field. Programs in public policy, environmental management, international relations, public health or law can provide some of the necessary skills. Some institutions offer joint degrees, allowing students to get skills in both policy analysis and environmental science. Expertise in regional politics and economics are helpful in understanding economic, political, and social consequences of environmental policy decisions. An environmental science or water engineering background is also valuable in positions where specialized knowledge is important.

Sample Group of Employers

Private Sector

- Chemonics International, Inc. - www.chemonics.com
- Development Alternatives, Inc. - www.dai.com
- Environmental Resources Management - www.erm.com
- ICF Consulting Group, Inc. - www.icfi.com

Research, Nonprofit and Non-Governmental Organizations

- Audubon International - www.audubonintl.org
- Conservation International - www.conservation.org
- Friends of the Earth - www.foe.org
- Green Drinks International - www.greendrinks.org
- International Institute of Environment and Development - www.iied.org
- International Institute for Sustainable Development - www.iisd.org
- Natural Resources Defense Council - www.nrdc.org

- The Nature Conservancy - www.nature.org
- Research Triangle Institute - www.rti.org
- World Conservation Union - www.iucn.org
- World Resources Institute - www.wri.org
- Worldwide Fund for Nature - www.panda.org
- World Wildlife Fund - www.wwf.org

International Organizations

- European Union - <http://europa.eu.int>
- North American Commission for Environmental Cooperation - www.cec.org
- Organization for Economic Co-operation and Development - www.oecd.org
- United Nations Development Program - www.undp.org
- United Nations Environment Program - www.unep.org
- United Nations Industrial Development Organization - www.unido.org
- World Bank Group - www.worldbank.org
- World Trade Organization - www.wto.org

U.S. Federal Government

- Agency for International Development - www.usaid.gov/environment
- Department of Agriculture - www.usda.gov
- Foreign Agricultural Service - www.fas.usda.gov
- Forest Service - www.fs.usda.gov/global/
- Department of Defense - www.defenselink.mil
- Defense Environmental Network and Information Exchange - www.denix.osd.mil
- Department of Energy - www.doe.gov
- Department of Health and Human Services - www.hhs.gov
- Food and Drug Administration - www.fda.gov
- Department of the Interior - www.doi.gov/intl/
- Fish and Wildlife Service - www.fws.gov/international/
- Department of State, Bureau of Oceans and International Environmental and Scientific Affairs - www.state.gov/g/oes/
- Environmental Protection Agency Office of International Affairs - www.epa.gov/international/
- House Committee on Energy and Commerce - <http://energycommerce.house.gov>
- House Committee on Resources - <http://resourcescommittee.house.gov>
- Senate Committee on Agriculture, Nutrition and Forestry - <http://agriculture.senate.gov>
- Senate Committee on Energy and Natural Resources - <http://energy.senate.gov>
- Senate Committee on Environment and Public Works - <http://epw.senate.gov>

Future Challenges of the Profession

Through the hard work of many dedicated individuals, environmental issues have become more integrated into thinking about all development issues. Taking that awareness and translating it into global action is the next challenge, particularly in countries where local officials are not accustomed to taking the lead on solving environmental problems. Many environmental problems will require multilateral solutions, and creating and enforcing those agreements will be a key to the success of future efforts.

Resources for Additional Information

Internet Resources

- Center for Environmental Citizenship's EarthNet - www.envirocitizen.org
- DevNetJobs.org - www.devnetjobs.org
- Environmental Career Opportunities - www.ecojobs.com

- EnvironmentalCareer.com - www.environmentalcareer.com
- Publisher of National Environmental Employment Report (*print newsletter*)
- Environmental Careers Organization - www.eco.org
- Environmental Organization Web Directory - www.webdirectory.com
- Environmental Yellow Pages - www.enviroyellowpages.com
- Green Directory - www.greendirectory.net/jobs
- Green Dream Jobs - www.sustainablebusiness.com
- Idealist - www.idealist.org
- International Career Employment Weekly - www.internationaljobs.org
- SustainUs - www.sustainus.org
- OneWorld - www.oneworld.net
- The Regional Environmental Center for Central and Eastern Europe - www.rec.org

Publications

Careers in the Environment (VGM Professional Careers Series), by Michael Fasulo and Paul Walker, McGraw-Hill/Contemporary Books; 2nd Edition, 2000.

Conservation Directory 2004: The Guide to Worldwide Environmental Organizations, by National Wildlife Federation, Island Press, 2004.

The ECO Guide to Careers that Make a Difference, The Environmental Careers Organization, 2004 World Directory of Environmental Organizations, by Ted Trzyna, California Institute of Public, 6th Edition, 2001.

CAREER OPPORTUNITIES WITH THE EUROPEAN COMMISSION

Description of the Field

The European Commission fulfills three main functions:

- Initiating Community policy and representing the general interest of the member countries of the European Union
- Acting as the guardian of the EU treaties to ensure that European legislation is applied correctly
- Managing policies and negotiating international trade and cooperation agreements

The Commission has important responsibilities for aid and development programs in developing countries. Fully associated with the inter-governmental sections of the Treaty on European Union, the Commission covers a common foreign and security policy, including police and judicial cooperation in criminal matters.

The Commission consists of 36 directorates-general and specialized-services, each headed by a director-general who is equivalent in rank to the top civil servant in a government ministry. The directorates-general report to a Commissioner, and each Commissioner has the political and operational responsibility for one or more directorates-general. The work of the Commission is coordinated by its Secretariat-General.

Career Path

Full-time employment is open to citizens of EU member countries only. Entrance through open examination is offered annually. The EC also maintains rosters of experts from which staff are frequently selected for shorter contracts.

Notice of the open examination is published on the EC website: http://europa.eu/epso/index_en.htm. Notice is also placed in national newspapers and journals in the member states. At this website you may also view or print a brochure entitled "Careers at the EU Institutions" with up-to-date information on examinations and career paths.

Opportunities for internships (traineeships / *stagiaire*) are open to non-EU nationals as well as EU nationals. The *stage* program offers an excellent experience and is a well-respected credential. Three to five months in Brussels also affords an outstanding opportunity for networking, as many major European and international institutions are headquartered or maintain offices in Brussels.

The European Commission offers two five-month periods of in-service training for young university graduates who are nationals of the Member states of the EU (~450 trainees), as well as young university graduates from non EU countries (~80 from countries seeking to join the EU, ~70 from rest of the world). These training periods involve work experience in one of the Commission's departments and begin on 1 March and 1 October each year. The type of work given to trainees is equivalent to that given to junior executive-grade officials e.g. writing minutes of meetings, research on a particular topic, assessment of economic, financial and technical co-operation projects or programs, examination of state aid or infringement cases etc. The Commission regularly receives between 5,000-7,000 applications for each training period for the approximately 600 places available. (http://ec.europa.eu/stages/index_en.htm)

All applications are examined by nationality by selection groups made up of Commission officials of that nationality and the first selection is made on the basis of academic record (GPA). The names of those selected appear on a list (the 'Blue Book') which is then circulated to all Commission departments for the final recruitment procedure. Candidates whose names are included in the Blue Book receive written confirmation of this from the

Traineeships Office. Candidate may only be recruited as a trainee if his/her name is in the Blue Book. Once the Commission departments have made their final selection of trainees, the successful candidates will receive a contract from the Traineeships Office. Most trainees are paid a grant and their travel expenses (within certain limits) are also reimbursed.

Qualifications Necessary to Enter the Field

Candidates must hold a Master's degree or Ph.D. Candidates must justify the relations between their studies and the DG they want to work in. As trainees work in a multilingual environment, they must be fluent in at least two European languages and have some knowledge of a third language (French and English are required). They must have an extensive knowledge of the European Union. The age limit for the stage program is 30 years.

Challenges of the Profession

As the *stage* program is the recognized mode for internships, US students will find it is quite challenging to arrange a summer internship with the EC. Students should also bear in mind that the summer weeks are a quiet period, when many Europeans take extended vacation.

Other opportunities for internships and *stagiaire* should be considered. The NATO Parliamentary Assembly offers an excellent program in international security policy for young graduates. The US Mission to NATO and the Mission to the EU offer year-round internships through the internship program run by the Department of State. Members of the European Parliament may also be interested in accepting an intern.

Resources for Additional Information

Internet Resources

- Careers at the EU Institutions - http://europa.eu/epso/index_en.htm - view or print a brochure with up-to-date information on examinations and career paths.
- Committee of the Regions - <http://www.cor.eu.int>
- Council of the European Union - <http://ue.eu.int>
- Court of Justice - <http://curia.eu.int/index.htm>
- Court of Auditors - <http://www.eca.eu.int>
- European Parliament - <http://www.europarl.europa.eu/>
- European Commission - <http://ec.europa.eu/>
- European Commission Directorates-General - http://ec.europa.eu/dgs_en.htm
- European Ombudsman - <http://www.euro-ombudsman.eu.int>
- European Data Protection Supervisor - <http://www.edps.europa.eu/EDPSWEB/>
- European Economic and Social Committee - <http://eesc.europa.eu/>
- European Personnel Selection Office (EPSO) - <http://europa.eu/epso/>
- Publications Office - <http://publications.europa.eu/>

CAREER OPPORTUNITIES IN THE FEDERAL GOVERNMENT

Description of the Field

The US Federal Government is the largest employer in the United States, with presently 1.8 million civilian employees. It is responsible for:

- protecting the environment
- regulating worker health and safety
- ensuring the safety of the nation's food supply
- overseeing air traffic control operations
- forging international partnerships in an era of globalization
- fighting ongoing battles against poverty, disease, homelessness, and illegal drug use
- conducting a global war against terrorism

International affairs positions in government do not just exist in agencies such as the Department of State and the Agency for International Development as almost every federal department and agency maintains an international affairs division. Federal job hunters are encouraged to explore a wide variety of agencies that may be involved with international policymaking.

Hiring within the federal government is decentralized. Each agency manages its own hiring and is best viewed as a separate employer. While the US Office of Personnel Management (OPM), which functions as the federal government's human resource division, regulates hiring practices and provides vacancy information for the entire federal government, it is necessary to contact the human resource office for each agency to obtain detailed information about its particular career opportunities.

Career Paths and Entry Salaries

There are two main public sector tracks to consider: Foreign Service and civil service.

Foreign Service Officers spend the majority of their time outside the US, with occasional stateside rotations. The only means of entry into the Foreign Service is via the examination process and placements can take up to two years, so if this is a career path students are considering seriously, they should aim to take the written examination during the spring before or during their first year of a 2-year Master's program. The oral examination is offered at different times throughout the ensuing fall and winter. It can take up to a year to be placed following successful completion of the oral examination phase, as more candidates pass than there are positions to fill.

Civil Service positions can be gained through the competitive hiring process (i.e. government positions posted to usajobs.com and other sites) or through application to the Presidential Management Fellowship program, which is a 2-year, fast-track program for graduate students. There are also agency-specific fellowship programs that allow one to access entry-level positions. Hiring for full-time civil service positions happens throughout the year as positions become available. The application process for the Presidential Management Fellowship program starts in the early fall of a student's final year of graduate study.

Internships are technically available along both tracks, since the State Department internship offers placements either within the State Department bureaus in DC, or in embassies abroad. November 1 is a key government-wide deadline for many internships. State Department, CIA, DIA and many other internship applications are due on this date to allow for ample time in which to perform the necessary security clearance required of these positions. There are some specific internships that have a later application deadline, and many internships not requiring

clearance may even have spring deadlines. Students should be aware of the Rosenthal Fellowship, which places US and foreign nationals in internships within the DC federal community, including Capitol Hill. Applications for the Rosenthal Fellowship are normally due in mid February.

Though a full-time position cannot be guaranteed for all returning interns within their respective agencies, the internship experience can greatly increase the chances of an intern's employment within the same agency where the internship experience has been a mutually rewarding one. Despite a rigid civil service competitive process, insider connections and recommendations can weigh heavily on the hiring decision and some agencies even see their internship program as a direct feeder for future full-time offers (OMB, CIA, Treasury, Fed).

There is currently a notable backlog for security clearances and because of the time and expense they incur, they are worth their weight in gold. Anyone even considering work with the US government that requires a security clearance is strongly encouraged to complete a summer internship that gains them a basic clearance. This will make them considerably more marketable when it comes time for their full-time search.

Most white collar federal jobs fall under the "General Schedule" or "GS" pay scale. Under this system, jobs are ranked according to level of responsibility and difficulty, and are assigned corresponding "grades" and salaries.

College graduates with a four-year degree typically enter the system at GS-5 or GS-7. Master's level graduates usually enter at a GS-9 or higher, depending upon number of years of work experience. PhD graduates typically enter at GS-11 or higher. For some hard-to-fill positions agencies may be able to offer a "special pay rate" that allows them to offer more attractive salaries for selected occupations. Salaries can also rise quickly once employees have gained experience working in the government; for example, one can rise from GS-7 to GS-11 in two years which is nearly a 50% increase in pay.

A combination of three factors can help potential employees understand where they fall in the GS scale: education, experience, and location. Even if a candidate falls solidly into a specific GS level, there may be room for negotiation along the "steps" within that GS level that depend on these three factors. In the federal system, where an employee lives affects the amount he is paid because pay is adjusted for cost of living. This is called a "locality pay rate." To access the General Schedule and view locality pay rates, visit <http://www.opm.gov/oqa/07tables/indexGS.asp>

The 2007 pay scale in Washington, DC, for example, approximately falls into that range:

GS-7 makes a starting salary of \$37,640
 GS-9 makes a starting salary of \$46,041
 GS-11 makes a starting salary of \$55,706
 GS-12 makes a starting salary of \$66,767

The US government is gradually moving from the General Schedule (GS) payment schedule to a new National Security Personnel System (NSPS). The NSPS system makes use of broader paybands and bases annual pay raises in part on performance ratings – it would therefore potentially allow for more rapid movement up the pay scale and would directly reward those individuals who achieve high performance on the job. The new paybanding system is first being rolled-out in the Department of Defense and select other agencies.

Lastly, it's important to note that since the federal government offers opportunities in just about every field and at all levels, working for the federal government can be a great career builder, not simply a career.

Demand

Federal employment is generally not affected by cyclical fluctuations in the economy as are other private sector industries, but political changes can influence staffing levels. Each presidential administration may have different public policy priorities that result in greater levels of federal employment in some programs and reductions in others. An especially opportune time to search for positions is after an election, since new congressional members or a new White House administration will need fresh staff. Hiring is also increased at the end of September – the end of the government's fiscal year. Any leftover money is often used to fill vacancies, so start informational interviewing in August to get ahead of the game.

A notable portion of the federal workforce (44% of its 1.9 million employees, including 60% of its senior managers) is expected to retire by 2010. This will leave a large vacuum in mid to upper level management that will need to be filled, and will require increased hiring at all levels over the next 5 years. The government has already begun an advertising campaign to try to bring in new talent, is under pressure to revamp its Presidential Fellowship Program to attract future leadership and has also begun to bolster the ranks of its HR to be able to handle the increase in applications.

Qualifications Necessary to Enter the Field

While careers with the federal government vary widely depending on the agency, the following selection of skills will be an essential asset to any federal job:

- ✓ Superior written and oral communication skills
- ✓ Excellent research and data analysis skills
- ✓ Demonstrated leadership skills
- ✓ Proven research and analytical abilities
- ✓ Prior work experience
- ✓ Ability to work in a team environment
- ✓ Strong work ethic and dedication
- ✓ Proven commitment to public service
- ✓ For international offices within particular agencies, often specific regional or technical expertise is necessary, along with knowledge of foreign languages (Arabic, Chinese and Farsi are the current "hot" languages).

Future Challenges

Today the federal government takes human capital planning and workforce development very seriously because, in theory, it recognizes that peoples are its most important resource. Over the next few years, as potential sizable retirements take place it will be a major challenge for federal agencies to recruit new employees and retain valuable ones.

Sample Group of Employers

- Department of Agriculture <http://www.usda.gov>
- Department of Commerce <http://www.commerce.gov/>
- Department of Defense <http://www.defenselink.mil>
- Department of Energy <http://www.doe.gov>
- Department of Health and Human Services <http://www.hhs.gov>
- Department of Housing and Urban Development <http://www.hud.gov>
- Department of the Interior <http://www.doi.gov>
- Department of Justice <http://www.usdoj.gov>

- Department of Labor <http://www.dol.gov>
- Department of State <http://www.state.gov>
- Department of Transportation <http://www.dot.gov>
- Department of the Treasury <http://treas.gov>
- Congressional Budget Office <http://www.cbo.gov>
- Congressional Research Service <http://www.loc.gov/crsinfo/>
- Environmental Protection Agency <http://www.epa.gov>
- Central Intelligence Agency <http://www.cia.gov>
- Government Accountability Office <http://www.gao.gov>
- National Security Council <http://www.whitehouse.gov/nsc>
- Office of Management and Budget <http://www.whitehouse.gov/omb>
- US Agency for International Development <http://usaid.gov>
- US Trade Representative <http://ustr.gov>
- Federal Reserve System <http://federalreserve.gov>
- Export-Import Bank <http://www.exim.gov/>

Resources for Additional Information

Internet Resources

- USA JOBS <http://www.USAJOBS.opm.gov>
- Student Jobs <http://www.studentjobs.gov>
- Monster Public Service <http://www.monster.com>
- AvueCentral <http://www.avuecentral.com>
- Federal Job Search <http://www.federaljobsearch.com>
- Federal Research Service <http://www.fedjobs.com/> (you can sign up for their free monthly newsletter "FedJobs Career Chat")
- FedWorld <http://www.fedworld.gov>
- Government Guide <http://www.governmentguide.com>

Publications

Government Job Finder: Where the Jobs Are in Local, State, and Federal Government, by Daniel Lauber and Jennifer Atkin, 2006.

Increasing your Odds: A Guide to Applying and Interviewing for Federal Jobs, US Department of Interior, 1995.

Inside a U.S. Embassy: How the Foreign Service Works for America, American Foreign Service Association, 2003.

Red, White & Blue Jobs, Finding a Great Job in the Federal Government, brochure published by the Partnership for Public Service.

http://www.ourpublicservice.org/usr_doc/Red_White_and_Blue_Jobs_2nd_Edition.pdf

The Student's Federal Career Guide: 10 Steps to Find and Win Top Government Jobs and Internships, K. Kraemer Troutman & E. Troutman, 2004.

CAREER OPPORTUNITIES IN FOUNDATIONS

Description of the Field

A foundation is a non-governmental entity that is established as a non-profit corporation or a charitable trust, with a principal purpose of making grants to unrelated organizations, institutions, or individuals for scientific, educational, cultural, religious, or other charitable purposes.

This (broad) definition of foundation encompasses two foundation types: private foundations and grant-making public charities. A private foundation derives its money from a family, an individual, or a corporation. An example of a private foundation is the Ford Foundation. In contrast, a grant-making public charity (sometimes referred to as a "public foundation") derives its support from diverse sources, which may include foundations, individuals, and government agencies (Foundation Center).

According to the Foundation Center the United States is the largest source of foundations giving. In 2009, there were nearly 75,595 grant-making foundations in the United States; this was a 61 percent increase from 10 years earlier. Foundation giving was \$42.9 billion in 2009, with around 88 percent of foundations giving contributing to development causes worldwide. Growth in 'private aid' is seen at all levels, from "mega-charities" such as the Gates, Ford, MacArthur, Rockefeller, and Hewlett foundations, to hundreds of smaller foundations. Transnational nongovernmental organizations such as CARE, Oxfam, Medecins Sans Frontieres, and Save the Children, each with annual budgets exceeding \$500 million, distribute more development aid than the entire United Nations system.

Top 10 US Foundations			
<u>Foundation</u>	<u>2004 Disbursements to International Causes, \$</u>	<u>Grants</u>	<u>Focus Areas</u>
Bill & Melinda Gates	1,233,160,002	134	Health, technology
Ford Foundation	258,502,043	1328	Democracy, poverty, community development, education, peace
Gordon and Betty Moore Foundation	83,184,068	79	Conservation
John D. and Catherine T. MacArthur Foundation	73,138,000	223	Sustainable development, human rights, peace, health
Rockefeller Foundation	72,306,649	329	Poverty
William and Flora Hewlett Foundation	56,595,034	165	Education, population, environment
W. K. Kellogg Foundation	56,315,269	122	Poverty
Freeman Foundation	53,456,718	223	Exchange and education
Carnegie Corporation of New York	42,415,000	113	Peace, education
Starr Foundation	41,392,820	101	Healthcare, democracy
TOTAL	1,970,465,603	2817	

source: *International Grantmaking Update*, Foundation Center, 2006.

Career Paths and Entry Salaries

Career paths in foundations might not be as standardized as those in other fields; however, over the past decade the majority of the (large) foundations has undergone significant restructuring to systematize their programs and portfolios, rationalize their career paths to make career options in foundations more attractive to international professionals and, particularly to mid-career professionals who might be interesting in a career change.

Qualifications needed to enter the field may vary depending on the position and/or position level that is advertised. In general, people who go into foundation work must be able to write clearly and succinctly. They should be comfortable with making qualitative judgments, have a global perspective on ideas and issues, be creative thinkers, and master critical analysis. Other qualifications include field experience, fluency in foreign languages, and a graduate degree (either at Masters or Ph.D. level)

For those who intend to enter the career foundation path at the beginning of their careers, and/or prior to having acquired significant work experience, they should consider the option of starting as a program associate, and eventually making a switch to either the Management career track or the Technical Specialist career track. Small foundations might have a more fluid organizational structure, and the career paths of their employees might be equally fluid, with less well-defined boundaries between career tracks and/or job descriptions/titles and/or tasks.

Management Track

The 'management track' refers to career opportunities in foundations pertaining to the management of the foundations' portfolios programs. Suitable candidates for these positions have had several relevant jobs (generally between three and five), and have changed their occupational area at least once before entering the foundation field.

The management track is generally split into various sub-tracks:

- i) CEO Level
- ii) Director/Executive Director Level - jobs involve leading the planning and operational aspects of the foundations, including oversight of strategic and financial planning and reporting, portfolio management, process improvement and supervision, and attending board meetings. Qualifications for these positions generally include: ability to build, develop, and implement large-scale, complex grant making and programs from the ground-up; strong analytic skills and the ability to think strategically and programmatically; demonstrated ability to work with flexibility, efficiency, and diplomacy both individually and as part of a complex team effort.
- iii) Program Officers Level - jobs involve duties that may resemble those of the directors' level; however, these duties are part of the day-to-day operations conducted to run the foundations. Requirements for these type of positions generally include: 6-8 years of professional experience in program development, design, and management, consulting, strategic development or other related field; self-starter and flexibility to work in fast-paced and changing environment, and ability to travel.
- iv) Communications Officer/Strategist – jobs involve helping drive the social media and online marketing strategy for foundation, generally with an emphasis on substantial increased engagement within the social media sphere. Qualifications for these types of jobs include: experience in, and understanding of the media business, including digital and traditional media; ability to establish and sustain relationships with media leaders, ability to identify and explore the latest developments and innovations in the media space; ability to work on multiple projects simultaneously in a demanding and fast-paced environment.

Business Development Track

Foundations, and in particular large ones, have a dedicated a career track that focus exclusively on fund-raising and business development. Candidates for these types of jobs should be familiar with identifying critical priorities for foundation work with individual companies or across individual or multiple stakeholders, providing advice and guidance to grantees, and ability to build long-term relationships to ensure the financial sustainability of foundations programs and initiatives.

Technical/Specialist Track

Positions in the technical/specialist track vary depending on the sector and specialty for which foundations are advertising openings. Professional experience acquired before the application to a particular foundation job needs to be immediately relevant to the technical field to which the candidate is applying.

Salaries

Salaries in the foundations field vary widely depending on job levels, titles, and type and size of the foundations. Publicly available information regarding salary structures and scales remain scarce; however, over the past five, years large foundations – i.e. the Bill and Melinda Gates Foundation, the Aga Khan Development Network, and the Ford Foundation --, have made an effort to increase transparency regarding their, and in general the foundation sector, salary scales and structures.

Foundations provide fringe benefits in addition to the base salary; fringe benefits vary depending on the size of the foundation, and eligibility for them is dependent on the employment status. Fringe benefits for local hires are based on the local labor laws of that country. International staff are eligible for the basic benefits related to Medical/Dental and Life Insurance, International SOS Insurance, assignment travel, home leave, and vacation days etc.

(Anecdotal evidence available suggests that), entry-level salaries for candidates with a graduate degree, and one to three years of experience, range between US\$ 70,000 - 100,000 gross plus benefits, almost regardless of where the position is located. (Ref to existing information from the Clinton Global Initiative, the Gates Foundation, and the Rockefeller Foundation).

Demand

Professional opportunities in the foundation field are not limited; however, these opportunities are not always and/or generally openly advertised, and often tied to funding availability; recruitment practices tend to remain opaque, with many foundations preferring to hire referred-only candidates. These constraints make entering and/or transferring into the foundations field relatively complex and laborious. Knowing someone on the staff or board, completing an internship or project with a foundation, or connecting with a mentor (including professors and alumni) who may serve as a consultant to the foundation or on the board, are all helpful ways in which to break into the field.

Volunteers or community activists who have been grantees of the foundation may become known to the foundation staff, while connections made through fund raising, consulting, or serving on a committee that reviews proposals can also provide a way into the foundation world.

Qualifications Necessary to Enter the Field

People who go into foundation work must be able to write clearly and succinctly. They should be comfortable with making qualitative judgments, have a global perspective on ideas and issues, listen well, and have a measure of empathy. Creative thinking, critical analysis, and the ability to interact with professionals are also important. Other helpful qualifications include overseas experience, fluency in a foreign language, and an advanced degree. Increasingly, foundations are seeking strategic thinkers skilled in negotiating who are able to put together public policy initiatives in partnership with other organizations.

Sample Group of Employers

- Aga Khan Development Network - <http://www.akdn.org/>
- Annie E. Casey Foundation - <http://www.aecf.org/>
- Arthur Vining Davis Foundations - <http://www.avdf.org/>
- Carnegie Corporation of New York - <http://carnegie.org/>
- Clinton Foundation - <http://www.clintonfoundation.org/>
- Commonwealth Fund - <http://www.commonwealthfund.org/>
- Ford Foundation - <http://www.fordfoundation.org/>
- Freeman Foundation - <http://www.freemanfoundation.org/>
- Bill and Melinda Gates Foundation - <http://www.gatesfoundation.org/>
- George Gund Foundation - <http://www.gundfdn.org/>
- Google Foundation - <http://www.google.org/>
- William and Flora Hewlett Foundation - <http://www.hewlett.org/>
- Kellogg Foundation - <http://www.wkkf.org>
- Kettering Foundation - <http://www.wkkf.org/>
- Henry Luce Foundation - <http://www.hluce.org>
- Mo Ibrahim Foundation - <http://www.moibrahimfoundation.org/en>
- John D. and Catherine T. MacArthur Foundation - www.macfound.org/
- Andrew W. Mellon Foundation - <http://www.mellon.org/>
- Gordon and Betty Moore Foundation - <http://www.moore.org/>
- Mott Foundation - <http://www.mott.org/>
- Open Society Institute and Soros Foundation Network-New York - <http://www.soros.org/>
- David and Lucille Packard Foundation - <http://www.packard.org/home.aspx>
- Pew Charitable Trust - <http://www.pewtrusts.com/>
- Robert Wood Johnson Foundation - [http:// www.rwjf.org/](http://www.rwjf.org/)
- Rockefeller Brothers Fund - <http://www.rbf.org/>
- Rockefeller Foundation - <http://www.rockefellerfoundation.org/>
- Alfred P. Sloan Foundation - <http://www.sloan.org/>
- Starr Foundation - <http://www.starrfoundation.org/>
- The Century Foundation - <http://www.tcf.org/>
- Tony Blair Faith Foundation - <http://www.tonyblairfaithfoundation.org>

Future Challenges of the Profession

As foundations are asked to take on many of the tasks formerly assumed by federal, state, and local governments, they are likely to struggle with the greater demands on their resources. This is particularly true for the field of development, where the nature of development assistance is changing rapidly, with new delivery mechanisms and new players becoming important parts of the aid system. Official funding is increasingly being channeled through

specialized agencies and/or not-for profit organizations dedicated to particular targets, instead of through traditional agencies. A raft of new players has emerged from the private sector, which include foundations, NGOs and other nonprofits, as well as individual philanthropists. As a result, foundations may need to consider creative ventures and risk-taking in cooperation or partnership with other foundations, government, and nonprofit organizations.

In addition, the focus of private donors must shift to programs that can be replicated and enlarged. Traditional donors have long claimed that they can 'scale up' programs more effectively than private-aid suppliers, but this is because they have been entrusted with far more resources. The availability of resources would be less of a constraint for private-aid givers if they could demonstrate their ability to reduce poverty and improve public services for the poor. Often, private aid programs mix several objectives – providing fair wages, minimizing environmental impacts, changing mindsets – in a way that reflects the preferences (and zeal) of their founders. This may be admirable, but it often produces short-term projects. The history of private global philanthropy is filled with plenty of 'success stories' with little follow-up.

Finally, private donors need to intensify efforts to better gauge their own effectiveness. Information, coordination, and planning are becoming harder as more players deliver aid. In well-functioning markets, trade associations and other bodies monitor market conditions, set standards, and define regulations that force a certain degree of transparency. Private-aid givers need to do more to provide good statistical data on their activities so as to permit others to identify key gaps and overlaps. That is the minimum level of accountability they owe the countries in which they operate, and the poor they claim to serve.

Resources for Additional Information

Associations

- *Association of Small Foundations*. A membership organization for donors, trustees, and employees of consultants of foundations with a mission to enhance the power of small foundations. <http://www.smallfoundations.org/>
- *Council on Foundations*. A nonprofit membership association of grant-making foundations and corporations with a mission to promote responsible and effective philanthropy by assisting existing and future grant-makers. <http://www.cof.org/>
- *The Foundation Center*, 79 Fifth Ave. 16th Street, New York NY 10003. Phone: (212) 620-4230 or (800) 424-9836. Web address: <http://fdncenter.org>

Internet Resources

- Association of Small Foundations - <http://www.smallfoundations.org/careers>
- The Chronicle of Philanthropy - <http://philanthropy.com/section/Home/172>
- Foundations On-Line - <http://www.foundations.org>
- HandsNet - <http://www.handsnet.org>
- Independent Sector - <http://www.independentsector.org/>
- Idealist Nonprofit - <http://www.idealists.org>
- National Council of Nonprofit Organizations
- Nonprofit Oyster
- Nonprofit Professionals Advisory Group
- NonProfit-jobs.org
- Opportunity Knocks
- Orion Grassroots Network
- Professionals for Nonprofits

Publications

Chronicle of Philanthropy: The nonprofit news source - <https://www.pubservice.com>

The NonProfit Times

Philanthropy News Network

The Foundation Directory, The Foundation Center - <http://fconline.foundationcenter.org/>

The Europa International Foundation Directory 2010: 13th Edition by Routledge, 2010.

CAREER OPPORTUNITIES IN GLOBAL HEALTH

Description of the Field

Global Health relates to health issues and concerns that transcend national borders, class, race, ethnicity and culture. The term stresses the commonality of health issues and which require a collective (partnership-based) action. (<http://globalhealtheducation.org/Pages/GlobalvsInt.aspx>) It is a research field at the intersection of medical and social science disciplines—including demography, economics, epidemiology, political economy and sociology. From different disciplinary perspectives, it focuses on determinants and distribution of health in international contexts. (http://en.wikipedia.org/wiki/Global_health)

Global health refers to health problems that transcend national borders—problems such as infectious and insect-borne diseases that can spread from one country to another. It also includes health problems that are of such magnitude that they have a global political and economic impact. It refers to health problems that are best addressed by cooperative actions and solutions—solutions that involve more than one country. Because global health problems can move across national borders, countries can learn from one another's experiences, both in how diseases spread and in how they can be treated and controlled. Cooperation across countries is essential to addressing those health problems that transcend borders. This includes helping other countries address their particular health care crises. (<http://www.familiesusa.org/issues/global-health/matters/>)

Career Paths and Entry Salaries

Policy careers in global health are found where research, technology, government and society intersect. Many positions require a degree in medicine, health or nutrition, so it's worth considering getting a degree in global or public health, or supplementing your related degree with some health-related coursework and practical experience. It is difficult to obtain ideal jobs in high-impact areas without at least five years of experience or more. Jobs in the areas in which one wants to focus, whether health-related or not, are a good place to start.

To gain an entry-level position, a candidate needs at least a graduate degree in a related field, a couple years of field experience, and a focus on a specific health-related topic, population, or region. A recent graduate will likely start out by backstopping a mission and supporting country programs. Other types of more advanced work might include running the mission activities of a small or large organization, providing technical expertise, managing programs, program development, or working towards the financial sustainability of a project.

Program managers in global health are usually based in-country and oversee the day-to-day operations of a program, such as managing staff, hosting government relations, and tracking budgets and finances. S/he writes reports and may make technical decisions. A person interested in this work needs to have: experience managing people, resources, work plans and budgets to further a research and/or implementation agenda; skills in problem solving and management; experience living overseas; and competence in at least two languages.

Technical advisors help create programs by drafting proposals and developing program designs, visiting programs during implementation to track progress, monitoring and evaluating programs, and assisting in writing proposals. A technical advisor usually has: a medical or public health degree; specialization in a

particular subject or practice, including implementation science, monitoring and evaluation, logistics and supply chains, or training and education; familiarity with a specific population or subject matter, such as HIV/AIDS, malaria, reproductive and child health; and experience working across cultures.

Program developers and proposal managers write proposals and applications for funding, working from a design created by a technical expert and translating it into non-expert language. S/he needs to have enough knowledge of the subject to write about it, but doesn't need expertise in the topic. To secure such a position, it is helpful to have: strong writing and communication skills to persuasively convey technical aspects to a mixed audience of experts and non-specialists; an understanding of the technical concepts of the project; grant writing and fundraising skills; and an ability to coordinate communications and managing business activities, including management, finance and accounting.

Other types of work in global health include research positions at academic institutions, research organizations, think tanks, governmental agencies and policy groups. Entry-level positions, such as research assistant, program assistant, or research analyst, often require specialization in a policy or a technical field.

(source: <http://news.change.org/stories/jobs-in-global-health>)

Types of Organizations to Work For

- **International, or Multilateral Organizations (e.g.: World Bank, WHO, UNICEF)**
Qualifications: A postgraduate degree in public health, business, economics and social or behavioral sciences.
Some have an employee nationality quota, which can make finding a position as a US citizen difficult due to overrepresentation. The salaries are higher and expect to travel quite a bit, but also to deal with the bureaucracy and inefficiencies of working at such a large organization. Contract work is a good way to get your foot in the door. These organizations offer fewer internship opportunities than others.
- **Bilateral Governmental Organizations (e.g.: CDC, USAID, DHHS, embassies)**
Qualifications: a postgraduate degree in public health, business, economics and social or behavioral sciences is helpful.
These organizations offer more internships and entry-level positions. USAID tends to contract with other agencies than hire people directly due to structural constraints on hiring.
- **Academic Institutions**
Offers job security, teaching and research experience. Opportunities depend on funding.
- **Not-for-Profit Non-Governmental Service Organizations**
There are 2 categories: 1) Specialized service providers filling specific medical needs. The American Academy of Family Physicians and the American Society of Tropical Medicine and Hygiene compile lists of international positions. 2) Emergency relief and rehabilitation (MSF or ICRC, for example) to assist with humanitarian disasters.
For both categories, permanent positions are mostly for those working on policy and operations. Medical staff are often hired on a short-term, as-needed, basis.

- For-Profit and Not-for-Profit Consultant Organizations (e.g.: John Snow, FHI360)
These organizations have been growing rapidly as governments have been using more contractors to provide both expertise and manpower. They offer generally well-paid, full-time positions to work on long- or short-term assignments, and include travel.
- Faith-Based Organizations (e.g.: Church World Service, WVI)
For many, they expect their staff to be member of the faith, with the exception of short-term contractors. Pay is often lower and most initiatives center on relief or clinical work.

(Source: <http://globalhealtheeducation.org>)

Demand

The demand for qualified individuals is on the rise especially in impoverished countries in Africa, Asia, and the Middle East. New programs and initiatives are constantly being created through various organizations; whether it is to start vision testing or an HIV/AIDS prevention program, the international demand for public health professionals is ever-present and will not diminish.

Qualifications Necessary to Enter the Field

Experience in international affairs, whether it relates to the health fields or not, is an invaluable advantage when choosing a career in Public Health and Nutrition. Some fields require at least a master's degree in public health, nutrition, or a related field. Depending on the nature of the work or the area of expertise involved, some may require a more focused PhD. The growing trend amongst employers appears to be an expertise not only in one's field, but also in the region where one plans to work.

Sample Group of Employers

- Africare - <http://www.africare.org/>
- American Red Cross International - <http://www.redcross.org/>
- American Refugee Committee - <http://www.arcrelief.org/site/PageServer>
- Bread for the World - <http://www.bread.org/>
- CEDPA - <http://www.cedpa.org/>
- Christian Children's Fund - <http://www.christianchildrensfund.org/>
- CONCERN Worldwide US Inc. - <http://www.concernusa.org/>
- CARE - <http://www.care.org/>
- Doctors Without Borders - <http://www.doctorswithoutborders.org/>
- Gates Foundation - <http://www.gatesfoundation.org/Pages/home.aspx>
- Global Health Council - <http://www.globalhealth.org/>
- Mercy Corps - <http://www.mercycorps.org/>
- Partners in Health - <http://www.pih.org/>
- Project HOPE - <http://www.projecthope.org/>
- Save the Children - <http://www.savethechildren.org/>
- UNAIDS - http://www.usaid.gov/our_work/global_health/
- World Health Organization (WHO) - <http://www.who.int/en/>

Future Challenges of the Profession

Much like the evolving nature of the viruses they confront, the future challenges in global health are difficult to predict. The ability to work on certain issues depends on funding trends and availability. Overall, there has been a downward trend in funding for global health projects and initiatives. The recent financial crisis, debts, and

deficits, makes sending money overseas easy to criticize. The HIV crisis has been a huge challenge that has been going on for a number of years and as it transitions to a chronic issue, rather than an emergency, much of the HIV landscape will start to dismantle and funding will become issue. There is an upward trend in sending funding directly to countries in need, rather than through outside agencies which are seeing less support for their work. However, there will always be a need for outside agencies due to the periodic mismanagement of funds by less stable countries.

HIV/AIDS awareness, prevention, and control are on the top of everyone's lists along with avian flu, malaria prevention, and cancer research. Destitution and malnutrition are also chronic challenges in the areas where these fields are most needed. The integration of various types of health programs is gaining popularity, such as USAID's Family Planning/HIV Integration program.

There is a need to promote, maintain, and improve individual and community health by assisting those populations in adopting healthy behaviors. Also, public health professionals must collect and analyze data to identify community needs prior to planning, implementing, monitoring, and evaluating programs designed to encourage healthy lifestyles, policies, and environments. This research may serve as a resource for other individuals, professionals, or the community, and may administer fiscal resources for health education programs.

Resources for Additional Information

Associations

- American Public Health Association - <http://www.apha.org/>
- The American Society for Nutrition - <http://www.nutrition.org/>
- Foreign Policy Association - <http://www.fpa.org/>
- Center for Disease Control and Prevention - <http://www.cdc.gov/globalhealth/>

Internet Resources

- International Nutrition Foundation: <http://www.inffoundation.org/>
- Center for Global Development, Global Health Policy - <http://blogs.cgdev.org/globalhealth/>
- Center for Global Health Policy: <http://www.idsaglobalhealth.org/>
- Center for Strategic & International Studies: <http://csis.org/program/global-health-policy-center>
- Duke Global Health Institute: <http://globalhealth.duke.edu/policy/center-for-health-policy>
- Explore Health Careers. Org: <http://www.explorehealthcareers.org/en/Career.51.aspx>
- Families USA: <http://www.familiesusa.org/issues/global-health/matters/>
- Kaiser Family Foundation, US Global Health Policy - <http://globalhealth.kff.org/>
- Washington Global Health Alliance: <http://www.wghalliance.org/jobs>
- What is Public Health? <http://www.whatispublichealth.org/careers/index.html>

Publications

- *Case Studies in Global Health*, by Ruth Levine, Jones & Bartlett Publishers, 2007.
- *Essentials of Global Health*, by Richard Skolnik, Jones & Bartlett Publishers, 2007.

- *Finding Work in Global Health*, by Garth Osborn & Patricia Ohmans, Health Advocates Press, 2005.
- *Public Health: Career Choices That Make a Difference*, Bernard Turnock, Jones & Bartlett Publishers, 2006.
- *101 Careers in Public Health*, by Beth Seltzer, MD MPH, Springer Publishing Company, 2010.

CAREER OPPORTUNITIES IN GOVERNMENT RELATIONS/ LOBBYING

Description of Field

Government relations, also known as lobbying, consists of individuals and organizations engaged in promoting the interests of their employers or clients. Their activities involve monitoring legislative and executive activities to influence policy, legislation, regulations, or negotiations, on behalf of governments, industries, specific companies, interest groups or constituencies. In Washington, DC, lobbying is regulated by law, calling for disclosure by lobbyists of organizations or clients they represent, LDA (Lobbying Disclosure Act) or FARA (Foreign Agents Registration Act.)

In addition, lobbying may also be carried out by PACs (Political Action Committees) that represent specific constituencies or may simply represent themselves on stated issues. In addition, there is a subdivision of Executive Branch Legislative Offices that represents various departments and agencies of the Executive Branch of the U.S. Government, charged with the purpose of influencing the Congressional Branch on legislative affairs.

Career Paths and Entry Salaries

Most of those seeking careers in lobbying begin with volunteer work on political campaigns for elected public officials, or as legislative staff on Capitol Hill, in State Houses or in governmental agencies. With such experience, graduates can often move to the mid-level of organizations; without such experience, graduates will typically enter into research or roles that support more senior staff.

Moving in and out of government, sometimes known as the “revolving door,” usually increases a person’s marketability in both the public sector and private sector. There are few linear careers in lobbying as these positions are influenced by the ebb and flow of politics, or opportunities in the government. From a position as a research assistant, a person may become an analyst or manager within a lobbying organization or move to a position on the staff of an elected official or government agency.

Typical entry-level job titles include issues analyst, research analyst, and research assistant or associate. Salaries vary based on experience and professional contacts. Private sector companies typically pay more than non-profit and public interest organizations. The salary range in government relations can extend from the \$20s to more than \$150,000 with a median annual salary of \$49,000.

Demand

The lobbying industry is highly competitive and without experience or contacts graduates must be willing to start at an entry level. There is a wide range of issues, both international and domestic, that draws people to the field. A foreign government, a company with international trade concerns, or an advocacy group working on human rights may all call for representation by a lobbyist. Networking is essential as vacancies are rarely posted and many positions are filled by referral.

Qualifications Necessary to Enter Field

Government experience is a highly regarded qualification. Strong communications skills, both written and oral, are essential. A comprehensive understanding of organizational structure and legislative procedures is important.

Excellent people skills, high energy, flexibility and willingness to work long hours are also important, as is the ability to compromise.

Students interested in lobbying careers must network and should consider volunteering on political campaigns or interning with a government agency. The contacts developed through volunteer work, internships, and experience in analyzing issues and understanding government processes can be invaluable in funding future positions. A graduate degree in law or in public affairs/public policy is often helpful for advancement in the field.

Sample Group of Employers

According to the Washington Post, the number of registered lobbyists in Washington has more than doubled since 2000 to more than 34,750. Employers consist of public relations consultants, law firms, corporate lobbying agents, public interest organizations, trade and professional associations, political action committees and political parties. A sample listing follows:

Public Relations Consultants

- Burson Marsteller - www.burson-marsteller.com
- Edelman - www.edelman.com
- Weber Shandwick Worldwide - www.webershandwick.com

Law Firms

- Arnold & Porter - www.arnoldporter.com
- Patton Boggs LLP - www.pattonboggs.com

Lobbying Agencies

- Morgan Casner Associates

Public Interest Organizations

- Children's Defense Fund - www.childrensdefense.org
- The Brady Campaign - www.handguncontrol.org
- Public Citizen - www.citizen.org

Trade & Professional Organizations

- National Federation of Independent Business Inc. - www.nfib.com

Political Parties

- Democratic National Committee - www.democrats.org
- Republican National Committee - www.gop.com

Future Challenges of the Profession

As issues facing government become more numerous and more complicated, lobbyists become more important and more prevalent. While lobbyists serve as advocates for the interests of their employers or clients they also provide information to elected officials and staff that may be useful in the decision process.

Lobbying in Washington, DC is the most visible, but lobbying on the State level as well as lobbying foreign governments and agencies is growing. It should be noted that at the present time, regulations restrict the lobbying activities of former U.S. government officials.

Resources for Additional Information

Associations

- American League of Lobbyists (ALL) - www.alldc.org

Internet Resources

- Advocacy Institute - www.advocacy.org
- Campaign Finance Guides www.cfinst.org/legacy/eguide
- Center for Policy Alternatives - www.stateaction.org
- Center for Lobbying in the Public Interest - www.clpi.org
- Political Advocacy Groups - www.csuchico.edu/~kcfount/index.html - A directory of United States Lobbyists
- Yahoo Directory of Government Lobbying Firms - http://dir.yahoo.com/Business_and_Economy/Business_to_Business/Government/Lobbying/

Publications

National Trade and Professional Associations of the United States, ed. by Buck Downs, John Damrosch, Mary Flanigan and Melissa Gutierrez, Columbia Books, 2006.

The Complete Guide to Public Employment, by Ronald L. Krannich and Caryl Rae Krannich, Impact Publishers, 1994.

Washington Representatives, published annually.

CAREER OPPORTUNITIES IN HUMANITARIAN AID AND RELIEF

Description of the Field

The less developed parts of our world are plagued by famine, malnutrition, poor water quality, and poor sanitation, as well as AIDS, TB, malaria, and other deadly diseases. These problems frequently overlap, particularly in the poorest regions of Africa, India, and South America; when combined with weak education systems, corruption, or civil war, these problems become even more difficult to solve. In addition to health and social dilemmas, extreme weather conditions also greatly harm the global poor. A region with drought or flood conditions will be unable to effectively grow crops and oftentimes the starving citizens will even resort to eating their seed stocks – hurting the next year’s planting season and reinforcing the cycle of poverty and suffering. While the Western world only reads about or sees these horrific humanitarian situations on TV, they are everyday reality for many millions of our fellow human beings.

Humanitarian relief is an extraordinarily complex subject involving many actors, including governments, non-governmental organizations (NGOs), and intergovernmental organizations (IGOs) such as United Nations agencies, which seek to respond simultaneously to natural disasters (e.g. earthquakes, tsunamis, hurricanes) and/or complex emergencies (e.g. war and other violent conflicts). These actors bring life-saving skills and technologies to re-establish basic services such as water and sanitation, set up schools, and provide food and medical supplies.

Career Paths

A multitude of organizations – non-profits, for-profits, government, and international organizations – provide humanitarian assistance internationally. With such a variety and breadth of organizations involved, there is no preset career path in the humanitarian aid and relief field. Starting salaries can be lower for positions in the humanitarian field than for positions in the international development field.

Students should keep in mind the fact that many humanitarian groups are not operating solely under emergency conditions. These days many humanitarian groups also compete for follow-on development activities, once the immediate disaster is under control. Often they will have an advantage over non-humanitarian groups, since the humanitarian aid organizations already know local conditions. So a student starting out with a humanitarian NGO may be able to take advantage of development opportunities downstream. International Relief and Development (IRD), CHF International, and Mercy Corps are only three examples of NGOs carrying out both humanitarian and development work in the Third World.

Demand

The environment where humanitarian action takes place is evolving rapidly and continually poses new challenges to the humanitarian community. There is increasing human vulnerability in crisis situations – both in natural disasters (200 million affected in 2003) and in complex emergencies (45 million in need of life-saving assistance in 2003).

The last decade has seen a marked increase in the occurrence of natural disasters along with exposure to greater levels of loss of life, property, and material damage. The lives of millions of people are at risk

each time an earthquake, hurricane, or other natural disaster occurs, particularly in poor countries with less developed infrastructures, high population densities, and inadequate emergency preparedness. (<http://ochaonline.un.org/>) There is clearly a high demand for professionals to respond to such crises; there are growing numbers of opportunities for administrators, fund raisers, grant writers, program organizers, teachers, researchers, policy analysts, and others.

Qualifications Necessary to Enter the Field

A master's degree in public administration or in international development, a dedication to making the world a better place to live, and a desire to serve others by doing good works are all necessary qualifications to enter this field. An expertise in one of the key technical areas including food security, public health, nutrition, logistics, or conflict resolution is strongly recommended to effectively and permanently solve issues which arise when disaster occurs. Candidates must also demonstrate business acumen, personal diplomacy, and basic toughness. Other necessary qualifications for some positions include two or three years of experience in the developing world and the requisite foreign language requirement.

Sample Group of Employers

- Adventist Development and Relief Agency International [ADRA] - <http://www.adra.org/>
- Africare - <http://www.africare.org/>
- Alpha Charitable Foundation - http://www.alphainc.org/alpha_charitable_index.htm
- American Red Cross - <http://www.redcross.org/>
- AmeriCares - <http://www.americares.org/>
- Amy Biehl Foundation - <http://www.amybiehl.org/>
- Arbeiter-Samariter-Bund Deutschland e.V - <http://www.asb.de/view.php3?show=5100005900162>
- Association François-Xavier Bagnoud - <http://www.fxb.org/>
- Brotherhood of Blessed Gérard - <http://www.bbg.org.za/index.htm>
- CARE - www.care.org
- Catholic Relief Services - <http://crs.org/>
- Christian Friends of Korea - <http://www.cfk.org/>
- Church World Service - <http://www.churchworldservice.org/>
- Direct Relief International - <http://www.directrelief.org/>
- Doctors without Borders - <http://www.doctorswithoutborders.org/>
- Global Aids Alliance - <http://www.globalaidsalliance.org/>
- Global Development Center - <http://www.cgdev.org/>
- Healing Hands International, Inc. - <http://www.hhi.org/>
- Himalayan HealthCare, Inc. - <http://www.himalayan-healthcare.org/>
- International Medical Corps (IMC) - <https://www.internationalmedicalcorps.org/>
- Nishkam Sikh Welfare Council - <http://www.nishkam.org/>
- Project HOPE - <http://www.projecthope.org/>
- Aed - Satellife - <http://www.healthnet.org/>
- Save the Children - <http://www.savethechildren.org/>
- The Program for Appropriate Technology in Health (PATH) - <http://www.path.org/>
- UNHCR (United Nations High Commissioner for Refugees) - <http://www.unhcr.org/>
- UN OCHA (United Nations Office for the Coordination of Humanitarian Affairs - <http://ochaonline.un.org/>
- USAID - <http://www.usaid.gov/>
- Vida - <http://www.vida.org/>
- World Vision - <http://www.worldvision.org/>

Volunteer Organizations

- Center for Humanitarian Outreach and Intercultural Exchange - www.choicehumanitarian.org/about/
- Cross-Cultural Solutions - <http://www.crossculturalsolutions.org/>
- Dakshinayan - <http://www.dakshinayan.org/>
- Global Volunteer Network - <http://www.globalvolunteers.org/index.html>
- Peace Corps - <http://www.peacecorps.gov/>
- United Way - <http://www.unitedway.org/worldwide/>

Future Challenges of the Profession

There are always new issues in public health that must be dealt with, such as the SARS epidemic, the recent H1N1 outbreaks, and extreme weather conditions, like those that caused the 2005 Tsunami, that continue to bring new social and public health issues to affected countries. In addition, the challenges to overcoming poverty and disease are also viewed as dynamic and ongoing.

Resources for Additional Information

Internet Resources

- The Canadian International Development Agency (CIDA) - <http://www.acdi-cida.gc.ca/index-e.htm> - supports sustainable development in developing countries and this site includes information on employment at CIDA and its related organizations.
- DevNetJobs.org - <http://www.devnetjobs.org/> - is a gateway to job listings in international development, environment, information technology for development, relief and reconstruction, and consultancy assignments.
- GlobalCorps - <http://www.globalcorps.com/> - matches development, humanitarian, and disaster relief professionals with organizations looking for these individuals. The organization helps recruit for The Office of U.S. Foreign Disaster Assistance (OFDA), the office within USAID that is responsible for providing non-food humanitarian assistance in response to international crises and disasters.
- Idealist.org <http://www.idealists.org/> - is a project of Action Without Borders and contains job listings in economic development, social services, human rights, environment, and more. Users can search for jobs and internships by country, state, and city.
- Interaction - <http://www.interaction.org/> - is the largest alliance of U.S.-based international development and humanitarian nongovernmental organizations, with more than 160 members operating in every developing country.
- International Career Employment Weekly - <http://www.internationaljobs.org/> - identifies international development jobs and internships in all sectors of the market around the world.
- Job Vacancies - www.intjobs.org - A tool to assist job-seekers in their search for international employment at organizations such as the UN, International Criminal Court, International Labour Organization, United Nations Relief and Works Agency for Palestine Refugees in the Near East, World Bank, and World Health Organization.
- UNDP - <http://jobs.undp.org/> - UN Development Programme employment website.
- Public Health Jobs Worldwide - <http://www.jobspublichealth.com/> - lists most of its jobs and internships in the organization's newspaper, although some jobs are listed on their website.

- OneWorld International Foundation - <http://us.oneworld.net/jobs> - offers job and internship listings at non-profit and international organizations dedicated to harnessing the democratic potential of the Internet to promote human rights and sustainable development.
- Relief.org - <http://www.relief.org/> - provides information on and links to humanitarian aid websites; it allows users to access the Idealist.org site to search for humanitarian jobs worldwide.
- ReliefWeb - <http://www.reliefweb.int/rw/dbc.nsf/doc100?openForm> - run by the United Nations Office for the Coordination of Humanitarian Affairs, it provides international job listings at nonprofits dedicated to humanitarian relief, conflict resolution, health, and more.
- US Department of State - www.state.gov - lists the categories of State Department employees and how to apply for these positions.
- USAID - <http://www.usaid.gov/careers/> - features a list of vacancies and internships.

Publications

Alternatives to the Peace Corps: A Guide of Global Volunteer Opportunities, 12th Ed. by Caitlin Hachmyer, Food First Books, 2008.

Careers for Good Samaritans and Other Humanitarian Types, 3rd Ed. by Marjorie Eberts & Margaret Gisler, McGraw-Hill, 2006..

How to Live Your Dream of Volunteering Overseas by Joseph Collins, et al. Penguin, 2001.

World Volunteers: The World Guide to Humanitarian and Development Volunteering. Fabio Ausenda. Universe, 2003.

CAREER OPPORTUNITIES IN HUMAN RIGHTS

Description of Field

The international human rights field is comprised of a broad spectrum of governmental, intergovernmental, and non-governmental organizations focused on the alleviation of human suffering and the protection and promotion of human rights. Careers address the full spectrum of human rights: economic, social, cultural, political, and civil. The field of human rights overlaps with key issue areas of peace and security, development, law, humanitarian assistance, and economic and social affairs.

Work in human rights can be challenging and intense. Organizations use a variety of disciplines in their approach to social justice, including direct service, advocacy, policy development, and research. Activities include research focusing on preventing and ending human rights abuses throughout the world, monitoring human rights development, conducting on-site investigations, writing reports on human rights conditions, engaging in advocacy to publicize and curtail human rights violations, litigation, lobbying, and promoting human rights practices in social and political structures. In addition, human rights professionals provide advisory and educational services, refugee assistance, policy analysis for national and international institutions, assistance in institution building, and economic development monitoring.

Career Paths and Entry Salaries

The field of human rights is broad and multidisciplinary; therefore, there is no direct or specific career path to follow. Over the past 25 years, the variety of career opportunities in human rights has broadened to include grassroots/community organizers, media specialists, grant writers, educators, financial analysts, journalists, researchers, health care professionals, and human rights monitors. The energy behind human rights work is often found in local/indigenous grassroots groups. Support for these groups can be provided in the form of technical assistance, research, or training.

Although the field is relatively competitive to enter, there are many entry-level opportunities for job seekers with a Bachelor's degree interested in this area of social justice. Possible positions include assistant project coordinator, researcher, communications assistant, development associate, and community organizer.

Positions for candidates with a relevant master's degree are most frequently in the capacity of monitoring, reporting, administrative, and organizational efforts and can include titles such as program manager, analyst, research associate, writer/reporter, regional monitor, and legal advocate.

Advanced positions can include positions such as executive director, project administrator, senior program director, and legal counsel. Depending on the size and type of organization, senior-level employees can have a salary anywhere from the low-\$30,000s to over \$100,000. A law degree or a background in an overlapping field is often required for senior-level employment.

Qualifications Necessary to Enter the Field

The skills required to work in the human rights field vary depending on the organization and type of work. Human rights advocates must be skilled in research, writing, analytical thinking, public speaking, and/or grassroots organizing. Those working in policy development, legal cases, or complex international treaties typically require an advanced degree in law, medicine, anthropology, or something similar. Regardless of the individual requirements of human rights organizations, all candidates should possess excellent oral and written communication skills, foreign language proficiency, cross-cultural skills, flexibility, and a

willingness to carry out a wide range of responsibilities with limited resources. Experience living and working abroad, especially in a developing country, is highly recommended. Internships with human rights organizations are one way to gain valuable experience while also providing professional contacts in the human rights community. In many cases, internships lead directly or indirectly to full-time jobs. It is also helpful, if not critical, to be familiar with primary human rights documents and declarations such as the United Nations Universal Declaration of Human Rights, Covenant on Civil and Political Rights, Convention on the Elimination of Discrimination Against Women, Convention to Eliminate all Forms of Racial Discrimination, and the Covenant on Economic, Social and Cultural Rights.

In addition to skills, knowledge, and experience, a career in human rights requires keen dedication and commitment to social justice. Due to the intensity of human rights work, it is crucial to have a desire to make a difference, in addition to having the ability to work collaboratively with other agencies, groups, and cultures.

Sample Group of Employers

- Amnesty International - <http://www.amnesty.org/>
- The Carter Center - <http://www.cartercenter.org>
- Center for Economic and Social Rights - <http://www.cesr.org/>
- Center for Justice and International Law - <http://cejil.org/en>
- Derechos Human Rights - <http://www.derechos.org/>
- Freedom House - <http://www.freedomhouse.org/>
- Global Exchange - <http://www.globalexchange.org/>
- Human Rights First - <http://www.humanrightsfirst.org>
- Human Rights Watch - <http://www.hrw.org>
- Institute for Global Communication - <http://www.igc.apc.org/>
- Internal Displacement Monitoring Centre - <http://www.internal-displacement.org/>
- International Center for Transitional Justice - <http://www.ictj.org/>
- International Refugee Rights Initiative - <http://www.refugee-rights.org/>
- International Rescue Committee - <http://www.theirc.org/>
- National Network for Immigrant & Refugee Rights - <http://www.nnirr.org/>
- Norwegian Refugee Council (NRC) - <http://www.nrc.no/>
- Oxfam International - <http://www.oxfam.org/>
- Physicians for Human Rights - <http://www.phrusa.org/>
- UN High Commissioner for Human Rights (UNHCHR) - <http://www.ohchr.org/>
- United Nations Organizations - <http://www.un.org>
- US Agency for International Development (USAID) - <http://www.usaid.gov>
- Witness for Peace - <http://www.witnessforpeace.org/>
- Women's Human Rights - <http://www.awid.org/eng>

Future Challenges of the Profession

The magnitude of human rights challenges today far exceeds the capacity of global organizations and institutions to address them. Both the difficulty of enforcing human rights standards and the inadequate resources given to the United Nations to address peacekeeping in war-torn nations contribute to the problems of the human rights movement.

The challenges ahead are dealing with the intractable problems of poverty and the lack of health care in both the developed and lesser developed world. Increasingly, there is a link between international development initiatives and human rights, as aid is being tied to issues of democracy and governance. Problems of ethnic conflicts, causes and problems of refugee flows, human rights in nations' foreign policies, women's rights, and related issues will increasingly be areas of major concern in the human rights field.

There are challenges inherent to the nature of international human rights work that affect those working in the field. Living and/or traveling abroad can be both exciting and challenging. Employees may be separated from familiar surroundings and relationships for long periods of time and may be living in conditions far inferior to what they are used to in the United States. For positions requiring extensive travel, it can be hard to maintain family relationships or enjoy regular personal activities.

Resources for Additional Information

Internet Resources

- AAAS Science and Human Rights Program - <http://shr.aaas.org>
- Action Without Borders (Idealist) - <http://www.idealists.org>
- AlertNet - <http://www.alertnet.org/thepeople/jobs/index.htm>
- Alliance for Conflict Transformation - <http://conflicttransformation.org/Default.aspx>
- Human Rights Internet - <http://www.hri.ca/>
- Human Rights Organizations and Resources - <http://www.hrweb.org/resource.html>
- Human Rights Resource Center - <http://www1.umn.edu/humanrts/edumat/default.shtm>
- Human Rights Education Associates - <http://www.hrea.org/erc/Library/index.php>
- Human Rights Information and Documentation System International - <http://www.huridocs.org/>
- The People's Movement for Human Rights-National Center for Human Rights Education - <http://www.pdhre.org/>
- OneWorld.net - <http://us.oneworld.net/>
- Relief Web - <http://www.reliefweb.int/>
- University of Minnesota Human Rights Library - <http://www1.umn.edu/humanrts/>

Publications

Human Rights Organizations and Periodicals Directory, Meiklejohn Civil Liberties Institute, published annually.

The Human Rights Quarterly, Johns Hopkins University Press - http://muse.jhu.edu/journals/human_rights_quarterly/toc/hrq.31.1.html

The Harvard Human Rights Journal, Harvard Law School - <http://harvardhrj.com/>

The Human Rights Monitor, International Service for Human Rights - <http://www.ishr.ch/>
The Practice of Human Rights: Tracking Law Between the Global and the Local, by Mark Goodale and Sally Engle Merry, Cambridge University Press, 2007.

The United Nations Chronicle and the Human Rights Internet, UN Department of Public Information.

CAREER OPPORTUNITIES IN INTERNATIONAL BUSINESS

Description of the Field

The world has become a global marketplace; all types of businesses are now seeking to expand their operations across national borders and throughout the world. Multinational corporations, joint ventures, financial institutions, law firms, consulting firms, and manufacturers of both goods and services cater to an international clientele. Most internationally-oriented jobs in the business world involve marketing, sales, finance, operations, and strategic planning. They are primarily found in the United States, although some positions might involve working abroad. Typically, businesses with overseas operations will hire foreign nationals rather than expatriate Americans.

Likewise, few corporations have departments devoted strictly to international business. Instead, their international work is shared among various departments such as marketing, sales, legal, or finance. International positions are available within subsidiaries of foreign companies operating in the United States. In addition, international professionals also play an important intermediary role between Federal agencies in matters of trade regulation.

Career Paths

Entry-level jobs in the field of international business are as varied as the field itself. Most positions in marketing, finance, and consulting work begin with in-house training programs of a managerial, development, and/or technical nature. Companies with international markets usually prefer that employees become fully trained in the domestic operations of the business before being given an opportunity to represent the firm abroad.

Having completed specialized training programs and/or on-the-job training, individuals hired by firms functioning internationally are often assigned to the U.S. headquarters of the company, working within the marketing, sales, planning, or accounting/finance department. Foreign travel for negotiation or consultation is possible. Those working for multinational corporations, joint ventures, financial institutions, or consulting firms will generally be given the opportunity for foreign assignments such as managing a foreign subsidiary or directing the firm's overseas operations after years of domestic service.

Demand

Due to the vast improvements in communication technology, the increased interdependency of national economies, the expansion of developing nations, and the internationalization of formerly domestic issues such as population and pollution, the world has become a global marketplace where the transfer of goods and services is not hampered by national borders. These factors have created a demand for employees in business, trade, government and development with technical skills, foreign language facility, cultural sensitivity, experience, and education/training. Although more opportunities have become available, internationally oriented jobs are usually reserved for those with specialized abilities and experience.

That said, however, the world economic slowdown starting in 2007, along with corporate scandals, suspect accounting practices, the collapse of organizations such as Lehman Brothers and General Motors, and the continued threat of international terrorism have led to dramatic cuts in the financial, consulting, energy, telecommunications, airlines, and tourism sectors. Consequently, new graduates, whether with MBAs or graduate degrees in International Relations, are competing not only with each other, but also with those who have lost their jobs, most of whom have significantly more experience. This fact makes it more difficult for people who are changing careers and wish to enter the field with no prior experience.

Qualifications Necessary to Enter the Field

Beginning a career in international business requires experience within particular industries, more than just the knowledge of a foreign language, area studies, or international experience. Well-established firms normally hire local staff, so the best opportunities in international business tend to be with small companies just starting to enter the international business arena or expanding to new locations. Such companies look for candidates with management and marketing skills. International business-related courses are recommended, as well as accounting, business finance, money and financial markets, statistics, micro- and macroeconomics and marketing. A framework of public policy, international trade, language and cultural fluency combined with business skills is an invaluable combination for those looking to work in international business.

While firms are still willing to train qualified candidates who have no specific experience in their business, they are more interested in people who can be productive from their first day on the job, as training programs are being curtailed due to the cost and time required. Aspiring international businesspeople will be in a stronger position if they can show experience in the company's business or sector. Possible ways to accomplish this include participating in a business-oriented semester abroad program and acquiring an internship with an international business.

Sample Group of Employers

- American Express - <http://www.americanexpress.com>
- American International Group - <http://www.aig.com>
- Cargill - <http://www.cargill.com/>
- Chubb & Sons - <http://www.chubb.com/>
- CIGNA Corporation - <http://www.cigna.com>
- Diageo - <http://www.diageo.com>
- Dole Fruit Company - <http://www.dole.com>
- Eli Lilly International Corporation - <http://www.lilly.com>
- The Gillette Company - <http://www.gillette.com>
- Hitachi, Ltd. - <http://www.hitachi.com>
- Honeywell, Inc. - <http://www.honeywell.com>
- Johnson & Johnson - <http://www.jnj.com/home.htm>
- Mattel, Inc. - <http://www.mattel.com>
- Otis Elevator Company - <http://www.otis.com>
- Pepsi-Cola International - <http://www.pepsico.com>
- Philip Morris Companies Inc. - <http://www.pmusa.com/en/cms/Home/default.aspx>
- Procter & Gamble - <http://www.pg.com>
- Reebok International - <http://www.reebok.com>
- Thomas & Betts - <http://www.tnb.com>
- Unisys Corporation - <http://www.unisys.com>
- US Chamber of Commerce - <http://www.uschamber.com>

Future Challenges of the Profession

As the world becomes more of a global village and trade barriers are eased, there will be an increased need for professionals who can service an international clientele in terms of understanding international business and marketing, international law, and international trade and finance. As goods cross national borders with greater ease, negotiation and government regulation will increase the need for personnel with specialized expertise in international business ventures, financing techniques, and language skills. Although opportunities will increase, competition will be high as Americans vie for international positions around the world with foreign nationals.

Resources for Additional Information

Internet Resources

- Careers in Business - <http://www.careers-in-business.com/>
- MBA Jungle - <http://mbajungle.com>
- Hoover's - <http://www.hoovers.com>
- Vault - <http://www.vault.com>
- WetFeet - <http://www.wetfeet.com>

Publications

The Directory of Executive & Professional Recruiters 2009-2010, Kennedy Information, 2008

Directory of Foreign Firms Operating in the United States, Uniworld Business Publishers; 20th edition, 2004.

International Business & Trade Directories, Grey House Publishing, 2003.

Kiss, Bow, or Shake Hands: How to Do Business in Sixty Countries, T. Morrison, W. Conaway & G. Borden, 2006.

Management Consulting: A Complete Guide to the Industry, Sugata Biswas and Daryl Twitchell, John Wiley & Sons Inc., Second Edition, 2002.

Plunkett's Energy Industry Almanac, Jack W. Plunkett, Plunkett Research, Ltd., 2009.

The Directory of American Firms Operating in Foreign Countries, World Trade Academy, 20th edition, 2009.

The Directory of Business Information Resources, 2009 Edition, Grey House Publishing, .

The Harvard Business School Guide to Careers in Management Consulting, HBS Publishing, 2001.

Vault Career Guide to Venture Capital, 3rd Edition, O. Kaganovich & J. Currier, 2005

CAREER OPPORTUNITIES IN INTERNATIONAL DEVELOPMENT

Description of the Field

The goal of international development is to alleviate poverty in developing countries. Strategies for improvement include investment in the economic, political, and social arenas. Economic development ranges from the creation of sound macro-economic and fiscal policy to the fostering of small and medium enterprise to the introduction or expansion of microfinance. It also involves identifying and creating the necessary infrastructure, energy, transportation, and sanitation for economic growth through the provision of technical assistance and access to capital. Political development focuses on the creation and fostering of democratic governance, including transparent financial systems, modern electoral/political processes, the rule of law, and the active participation of civil society and independent media. Social development focuses on the improvement of health, education, and the social safety net. Each of these areas is interrelated and interdependent. International development is inherently a global issue and necessarily a highly multidisciplinary field.

Readers will note that while international development includes many sectors as described above, a number of sectors are broken out separately in this guide under their own headings – to provide more detail on desired qualifications and potential employers. These are Environmental Sustainability, Global Health, Humanitarian and Relief, International Education, Microfinance, and Peace and Conflict Resolution.

Career Paths

There are two essential credentials preparatory to a career in international development. One is a master's degree: it can be in international relations/international development, area studies (e.g., Latin America, Arab studies, etc.), public health, public administration, economics, business administration, or even law. The other is prior work experience in a developing country, ideally for at least two years. The Peace Corps would be an excellent choice, but any overseas employer, such as an NGO or for-profit firm, would do just as well. The importance of previous overseas work experience in a developing country cannot be over-emphasized for graduate students seeking to break into the development field.

Graduate students have another option for acquiring work experience in a developing country. Students can arrange for an overseas internship during the summer between their first and second year of graduate school. Enterprising graduates sometimes can work in a second overseas internship before graduation. In most cases, the graduate school will pay for a significant chunk of the student's expenses while abroad. Such internships can go a long way towards establishing students' work credentials in developing countries. Internships can also be a springboard to long-term employment following graduation. Unfortunately, study abroad carries much less weight with employers, compared to overseas work experience.

Language skills are highly prized by international development recruiters. For the moment, Arabic and Farsi are perhaps the two most highly sought languages. But French, Spanish, and Russian will always be valuable, as well as lesser known languages such as Swahili and Indonesian.

Candidates with a master's degree may consider employment in government agencies of their home country, public international organizations (PIOs) or with implementing partners in the non-profit and private sectors. Foundations and policy institutes that conduct research and advocacy to influence development policy are also potential employers. A significant proportion of development professionals will work in at least two of the three sectors (public, private, and nonprofit) over the course of their careers. The field is

characterized by fluidity and high travel demands. Many professionals travel as much as 40 percent of the time. As such, it is important to consider family issues prior to entering the field.

For master's degree candidates interested in working for a PIO, there are different paths to employment. Formalized management training programs include the IFC Global Transaction Team Program (GTT), the World Bank Young Professionals Program (YPP), and the UNDP Leadership Development Programme (LEAD). These centralized recruitment programs are extremely competitive, with thousands of applications submitted for each program, which, on average, hire between 20 to 40 candidates each year. Posted vacancies are also published on the website of each organization, which typically require specialized skill sets and several years of related development experience. Most recent graduates have more success breaking into the field on a short-term contract basis. Hiring for contract positions is decentralized, which gives those who network effectively the advantage in finding these often unpublished opportunities.

Demand

As more than one billion people live on less than \$1 a day, the imperative to address global poverty is ever present. Opportunities for careers in development are extensive in all sectors, however, competition for positions in leading IGOs is fierce, as these organizations seek and recruit qualified candidates world-wide. Selection may require choosing one among several hundred qualified applicants and commonly takes six to nine months to complete. In most cases new graduates seek and find positions in national government or with private and non-profit employers.

Qualifications Necessary to Enter the Field

For individuals with significant work experience, a graduate degree offers the chance to fine-tune skills, gain exposure to other sectors and reflect on policy issues. Sound training in economics and public administration, including policy monitoring and evaluation may be broadly applied. In addition, given the interdisciplinary nature of the field, joint degrees or consecutive training in related disciplines such as law and economics or health and economics, are valuable. Furthermore, an MBA may be applied in the development field through the private sector, banking, and finance.

Employers typically hire new candidates based on the candidate's strong skill set in a particular sector (including things such as political party training, child nutrition, and micro-finance) or regional specialization (consisting of language skills, regional work experience, or area studies).

Sample Group of Employers

While there is high fluidity between organizations in the development world, candidates should consider which aspect of development best matches their interests (ex. political development, agricultural policy, education, community development, etc.). Many of the international NGOs (Mercy Corps, International Rescue Committee, Catholic Relief Services, etc.) are oriented towards both community/civil society development and humanitarian relief and therefore offer more opportunities for grassroots work experience. NGOs such as the National Democratic Institute, International Republican Institute, and IFES are more focused on democracy and governance, and frequently work in the fields of political party development, electoral reform, and voter education. There are even more specialized fields such as media development (ex. Internews), education (AMIDEAST), and children's health (e.g., Save the Children and UNICEF), to name but a few.

US government agencies such as USAID offer a broad range of work possibilities: e.g., democracy and governance, education, agriculture, environment, health, private sector development, small and

medium enterprise development, microenterprise/microfinance, conflict resolution, and humanitarian assistance. USAID hires entry level Foreign Service Officers through the USAID website (not through the State Department's Foreign Service Test) and junior-level Civil Service employees through the Presidential Management Fellows (PMF) program.

The Millenium Challenge Corporation (MCC) is the newest US government foreign aid agency, created by Congress in 2004. It forms partnerships with some of the world's poorest countries, but only those committed to good governance, economic freedom, and investments in their citizens. So far the MCC has hired an impressive number of graduate students, both as interns and as follow-on full-time employees.

Employees of USAID-supported contractors and NGOs such as DAI, Chemonics, International Relief & Development (IRD) and World Learning are expected to have similarly diverse fields of expertise, depending on the focus of the project.

Intergovernmental organizations (IGOs)

- African Development Bank - <http://www.afdb.org/>
- Asian Development Bank - <http://www.adb.org/>
- EuropeAid - http://ec.europa.eu/europeaid/index_en.htm
- Inter-American Development Bank - <http://www.iadb.org/>
- International Finance Corporation - <http://www.ifc.org/>
- International Monetary Fund - <http://www.imf.org/external/index.htm>
- Organisation for Economic Co-operation and Development - <http://www.oecd.org/home/>
- The World Bank - <http://www.worldbank.org/>
- The United Nations - <http://www.un.org/>
- The United Nations Development Programme - <http://www.undp.org/>
- UNICEF - <http://www.unicef.org/>
- World Food Programme - <http://www.wfp.org/>

United States Government

- Federal Reserve – New York - <http://www.newyorkfed.org/index.html>
- Department of Energy - <http://www.energy.gov/>
- Department of State - <http://www.state.gov/>
- Millenium Challenge Corporation - <http://www.mcc.gov/>
- United States Agency for International Development (USAID) - <http://www.usaid.gov/>
- US Treasury, Office of International Affairs - <http://www.ustreas.gov/offices/international-affairs/>

Development Consulting Firms

- Abt Associates Inc - <http://www.abtassociates.com/>
- Chemonics - International <http://www.chemonics.com/>
- Development Alternatives Inc. - <http://www.dai.com/>
- Cardno Emerging Markets Division - <http://www.cardno.com/emergingmarkets/>
- Environmental Resources Management - <http://www.erm.com/>
- John Snow, Inc. - <http://www.jsi.com/JSIInternet/>
- Nathan Associates Inc. - <http://www.nathaninc.com/>
- AECOM - <http://www.aecom.com/>
- Research Triangle Institute (RTI) - <http://www.rti.org/>
- The Pragma Corporation - <http://www.pragmacorp.com/>

Non-Governmental Organizations (NGOs)

- Accion International - <http://www.accion.org/>
- Ashoka - <http://www.ashoka.org/>
- Asia Foundation - <http://asiafoundation.org/>
- CARE USA - <http://www.care.org/>
- Catholic Relief Services - <http://crs.org/>
- International Foundation for Election Systems - <http://www.ifes.org/>
- Management Sciences for Health - <http://www.msh.org/>
- Mercy Corps - <http://www.mercycorps.org/>
- National Democratic Institute - <http://www.ndi.org/>
- Oxfam America - <http://www.oxfamamerica.org/>
- Oxfam International - <http://www.oxfam.org/>
- Pact - <http://www.pactworld.org/>
- Partners of the Americas - http://www.partners.net/partners/Default_EN.asp
- PEPY – <http://pepyride.org>
- Population Services International - <http://www.psi.org/>
- Save the Children - <http://www.savethechildren.org/>
- Winrock International - <http://www.winrock.org/>
- World Learning - <http://www.worldlearning.org/>
- World Wildlife Fund - <http://www.worldwildlife.org/>

Foundations, Policy Institutes

- Bank Information Center - <http://www.bicusa.org/en/index.aspx>
- Bill & Melinda Gates Foundation - <http://www.gatesfoundation.org/Pages/home.aspx>
- Brookings - <http://www.brookings.edu/>
- Carnegie Endowment for International Peace - <http://www.carnegieendowment.org/>
- Center for Strategic and International Studies - <http://csis.org/>
- Earthwatch - Institute <http://www.earthwatch.org/>
- Environmental Defense Fund - <http://www.edf.org/home.cfm>
- Ford Foundation - <http://www.fordfoundation.org/>
- Heritage Foundation - <http://www.heritage.org/>
- The Rockefeller Foundation - <http://www.rockefellerfoundation.org/>
- Worldwatch Institute - <http://www.worldwatch.org/>

Future Challenges of the Profession

The flow of funds to development is governed principally by the policy priorities of governments in industrialized societies and the willingness to fund those priorities. Among NGOs in industrialized countries, there continues to be a significant shift in emphasis from direct delivery of services in the field to capacity building and sustainability through collaboration with local implementing partners in developing countries.

Resources for Additional Information

Associations

- Association of Women in Development <http://www.awid.org/>
- InterAction - <http://www.interaction.org/>
- Society for International Development - <http://www.sidint.org/>
- Women's Environmental and Development Organization <http://www.wedo.org/>

Internet Resources

- Inter-American Development Bank Job Listings - http://www.iadb.org/vacancies_scholarships/index.cfm?lang=en Provides a list of 1,500 volunteer organizations in Latin America, containing both job descriptions and contact information.
- The American Society for Public Administration - http://www.aspanet.org/scriptcontent/index_publicservicecareers.cfm/ Lists public administration jobs and internships in the public, nonprofit, and private sectors searchable by state.
- Avue Central - <https://www.avuedigitalservices.com/> - A federal employment service to find and apply for federal jobs and internships.
- The Association for Women's Rights in Development - <http://www.awid.org/eng/Jobs> - An international organization committed to achieving gender equality, sustainable development, and women's rights. The website features job listings around the world in these fields.
- Directory of Development Orgs - <http://www.devdir.org/> - Online directory of development organizations which contains over 65,000 listings by country and is a reference for development practitioners, researchers, donor employees, and policymakers.
- Development Net - <http://devnetjobs.tripod.com/> - A gateway to job listings in international development, environment, information technology for development, relief and reconstruction, and consultancy assignments.
- The Foreign Policy Association - http://www.fpa.org/jobs_contact2423/jobs_contact.htm - Provides job and internship listings on its website and in a weekly email newsletter from industries such as development, health, environment, education, humanitarian relief, and more.
- Idealist - www.idealists.org - A project of Action without Borders, containing job and internship listings in economic development, social services, human rights, environment, and more. Users can search for jobs by country, state, and city.
- InterAction - <http://www.interaction.org> - An alliance of international development and humanitarian nongovernmental organizations.
- International Job Center - <http://www.internationaljobs.org/> - Lists international development jobs and internships in all sectors of the market around the world.
- The Microfinance Gateway - <http://www.microfinancegateway.org/p/site/m/jobs/> Source of information and global jobs and internships in microfinance.
- Nonprofitjobs.org - <http://www.nonprofitjobs.org/> - Is run by the Community Career Center, an on-line gathering place for non-profit employers and management personnel; the site allows users to search for non-profit jobs and internships regionally in the US and internationally.
- OneWorld International Foundation - <http://us.oneworld.net/jobs> - Offers job and internship listings at non-profit and international organizations dedicated to harnessing the democratic potential of the Internet to promote human rights and sustainable development.
- Philanthropy Jobs - <http://philanthropy.com/section/Jobs/224/> - Lists US based non-profit jobs in fields such as economic development, education, healthcare and social services.

- US Dept Of State - <http://www.state.gov/careers/> - A lists the categories of State department employees and how to apply for these positions.
- USAID - <http://www.usaid.gov/careers/> - A list of vacancies and internships at the organization.

Publications

Global Economic Prospects 2010: Crisis, Finance and Growth, World Bank Publications, 2010.

Human Development Report 2009: Overcoming Barriers: Human Mobility and Development, Palgrave Macmillan, 2009.

International Jobs, Where They Are and How To Get Them, by Eric Kocher and Nina Segal Perseus, Basic Books, 6th Ed., 2003.

Monday Developments Magazine, InterAction's monthly magazine on international humanitarian developments, issues, and trends - <http://www.interaction.org/monday-developments>

State of the World 2010, A Worldwatch Institute report on Transforming Cultures: From Consumerism to Sustainability

World Development Indicators 2010, World Bank Publications, 2010.

World Development Report 2008: Agriculture and Development, World Bank Publications, 2007.

World Development Report 2009: Reshaping Economic Geography, World Bank Publications, 2008.

World Development Report 2010: Development and Climate Change, World Bank Publishings, 2009.

Working World: Careers in International Education, Exchange, and Development, by Sherry Mueller and Mark Overmann, Georgetown University Press, 2008.

CAREER OPPORTUNITIES IN INTERNATIONAL EDUCATION

Description of the Field

International education encompasses a wide range of careers including teaching, curriculum development, technical assistance, exchange, capacity building, training and the promotion of international understanding. International education professionals work in colleges, universities, governmental agencies, non-governmental and/or nonprofit organizations, foundations, and private firms.

Career Paths and Entry-level Salaries

Career paths in the field of international education are varied. In order to advance, one might work in a progression of positions within a particular organization or switch to similar work in another organization. One might also broaden experience by working in several functional areas within international education. People benefit from developing a diversity of experience, permitting not only flexibility in job possibilities, but also qualifying themselves for management positions involving a variety of functional areas. For example, one might work within an international exchange organization assisting with the coordination of high school exchanges, and then work at a college study abroad office and/or international student office, which could lead to the position of overseeing an International Center or Education Abroad Program. Alternately, one might start with a Peace Corps or ESL teaching experience abroad and segue into working on education capacity building programs.

Entry level positions for those graduating with a master's degree typically involve administrative and programming responsibilities. Job titles might include: program coordinator, educational assistant, foreign student advisor, study abroad advisor, international admissions officer, or international program exchange officer.

Depending upon education and experience, salaries range from the low \$30's to the mid \$40's. Salaries tend to be higher in governmental agencies and private firms.

Demand

International exchange in education and capacity building programs in development and human rights have experienced dramatic increases in recent years. There are numerous organizations dealing with various aspects of international exchange, and almost every college now has offices that assist international students and offer study-abroad programs. In addition, efforts to increase educational and training programs in the areas of health, human rights and other development fields (including democracy building) have been enhanced. Consequently, the demand for international education professionals has increased as well. On the other hand, due to the popularity of international careers as a whole, and the appeal of working in international education (intercultural environment, diverse and interesting responsibilities, occasional overseas travel), the competition remains intense. Those with international education experience as a student or adult or international work experience, in addition to foreign language skills, are usually most in demand.

Qualifications Necessary to Enter the Field

Required qualifications vary depending on the particular position, but most may be expected to include some or all of the following:

- ✓ Masters degree preferred in most cases, sometimes required
- ✓ International study and/or work experience preferred (not just travel)
- ✓ Experience with ethnically and culturally diverse populations

- ✓ Proficiency in a foreign language is helpful (often required)
- ✓ Knowledge of foreign educational systems, or US immigration rules and regulations
- ✓ Work experience in some aspect of international education/exchange often preferred
- ✓ Program or project management experience
- ✓ Strong oral/written communication skills, interpersonal skills.

Sample Groups of Employers

Associations/Foundations/Government Agencies/Private Business

- American Council on International Intercultural Education www.aciie.org
- American Studies Association www.georgetown.edu/crossroads/asainfo.html
- Business Council for International Understanding www.bciu.org
- Creative Associates International www.caii-dc.com
- Ford Foundation www.fordfound.org
- International Foundation for Education and Self Help www.ifesh.org
- The Asia Society www.asiasociety.org
- US Department of Education www.ed.gov
- US Department of State www.state.gov
- US Information Agency <http://dosfan.lib.uic.edu/usia/>
- US Agency for International Development www.usaid.gov

Universities and Colleges/ International Exchange Organizations/Nonprofits

- Academy for Educational Development www.aed.org
- American Field Service www.afs.org/AFSI/
- American Institute for Foreign Study (AIFS) www.aifs.com
- Council for International Exchange of Scholars www.cies.org
- Council on International Educational Exchange (CIEE) www.ciee.org
- Institute of International Education (IIE) www.iie.org
- International Research and Exchanges Board (IREX) www.irex.org
- Rotary International www.rotary.org
- World Learning www.worldlearning.org
- Youth for Understanding www.yfu.org

Future Challenges of the Profession

Particularly among universities and colleges, while voice is given to the importance of international education, the dollars to expand and enhance programs are often not forthcoming. The case for ranking international education high on the list of institutional and national priorities must be made through continuous advocacy for internationalization.

In addition, challenges constantly arise from various developments in regions throughout the world. For example, the current concern regarding acts of terrorism directed towards Americans might impact both student interest and parents' willingness to send their children abroad. Instability in a country or region might disrupt programs or cause participants to be recalled, as well as impact the feasibility of educational capacity building programs in post-conflict areas or developing countries. Also, international student visa regulations and processes could also create challenges for international exchange programs.

Resources for Additional Information

Associations

- Alliance for International Educational and Cultural Exchange <http://www.alliance-exchange.org/index.html>
- NAFSA: Association of International Educators www.nafsa.org

- SIETAR: Society for Intercultural Education, Training and Research www.sietar.org

Internet Resources

- Chronicle of Higher Education <http://chronicle.com>
- International Career Employment Weekly www.internationaljobs.org
- International Educator www.tieonline.com
- Monday Developments www.interaction.org/jobs/index.html
- NAFSA Job Registry www.nafsa.org/job_registry_3
- Transitions Abroad www.transitionsabroad.com

Publications

- *International Exchange Locator: A Resource Directory for Educational and Cultural Exchange*. Alliance for International Educational and Cultural Exchange. 2005.

CAREER OPPORTUNITIES IN NONPROFIT MANAGEMENT

Description of Field

There are nearly 1.6 million nonprofit (voluntary, community-based, functional, or charitable) institutions in the United States alone. Nonprofit institutions play an important role in community life and form an integral part of the economic, political, and social spheres of the country. The nonprofit organization's primary goal is to advance, advocate, or pursue a cause central to the organization's existence and mission. These missions can range from women's rights in the United States to overseas relief and development assistance. Workdays in nonprofit organizations are often long, with financial compensation not always matching effort or responsibility. Furthermore, many nonprofits face a continual crisis of resources.

The size, diversity, and activity of nonprofit organizations have grown dramatically over the past decade as a result of government efforts to privatize services and programs. This sector employs approximately 13.5 million people, expends \$668 billion in annual personnel costs, and provides 5.5 percent of the nation's GDP or \$751 billion in output. (Independent Sector, <http://independentsector.org>)

Career Paths and Entry Salaries

The nonprofit sector offers multiple employment options for master's degree graduates. Examples of job titles for those entering the nonprofit management field include: assistant director of fundraising, program analyst, program director, program officer, marketing/research associate, director, community outreach coordinator, finance director, director of information systems, and director of public relations. It is even possible to be hired as an executive director of a small organization. Entry-level salaries range from the low to mid \$30,000s to the high \$40,000s, depending on the size of the organizational budget, the number of staff members, and the diversity of qualifications.

Following the entry level, one may assume positions of increasing responsibility in functional areas, program or service delivery, and/or general management. Primary job functions can include working with a board of directors, public and community groups, fundraising, media, clients, and other nonprofit organizations. Career advancement depends on the size and mission of each nonprofit, as well as one's dedication to the organization. There are unlimited opportunities to jump from the nonprofit sector to the private and public/government sectors because of the continuous interaction of institutions in these areas. Potential career outcomes include senior executive director, program manager, government affairs, and equivalent positions in the private and public sectors.

Nonprofit employment by sector includes: 41.9% for health services, 21.9% for education/research, 18.3% for social and legal services, 11.8% for religious organizations, 3.9% for civic, social, and fraternal organizations, 1.9% for arts and culture, and 0.3% for foundations (The Foundation Center, <http://foundationcenter.org/>).

Demand

Nonprofit management is an expanding and dynamic career field characterized by the growth of new organizations and new social venture programs developed to improve the human condition. Furthermore, the outsourcing of previously government managed programs to the nonprofit sector continues to serve as a catalyst for new positions. Finally, there continues to be

considerable turnover in the nonprofit world based on the upward mobility and financial challenges of the profession.

Qualifications Necessary to Enter the Field

- ✓ Master's degree in public administration, public affairs, international affairs, business administration, or a specialized degree in nonprofit management.
- ✓ Strong interest in the issues related to the mission of the particular nonprofit organization.
- ✓ Professional or volunteer experience with related nonprofit organizations.
- ✓ Excellent oral and written communication skills.
- ✓ Experience in motivating, training, and supervising others.
- ✓ Ability to work creatively with limited human and financial resources.
- ✓ For international nonprofit organizations, overseas experience and proficiency in a foreign language.

Sample Group of Employers

- Academy for Educational Development - <http://www.aed.org>
- American Red Cross - <http://www.redcross.org>
- CARE - <http://www.care.org>
- Center for Justice and International Law (CEJIL) - <http://www.cejil.org>
- Easter Seals - www.easter-seals.org
- Ford Foundation - www.fordfound.org
- For Inspiration and Recognition of Science and Technology (FIRST) - <http://www.usfirst.org>
- International Rescue Committee - <http://www.rescue.org>
- Meridian International Center - <http://www.meridian.org>
- NAFSA – Association of International Educators - <http://www.nafsa.org>
- Population Action International - <http://www.populationaction.org>
- Soros Foundation - <http://www.soros.org>
- The United Way - <http://national.unitedway.org>
- World Vision - <http://www.worldvision.org>

Future Challenges of the Profession

The nonprofit sector is a major structural and economic force in the United States and abroad. Nonprofit organizations continue to face challenges of mission definition, governance, funding and financial viability, tax status, operations, program management and program delivery, effectiveness, and accountability. In this volatile economy, new challenges are increased commercial pressures and competition from the private sector, as well as pushback on advocacy activities and scrutiny of funding. Changing demographics and technological advances also play a role in the impact and efficacy of nonprofit programs and services.

Resources for Additional Information

Associations

- American Association of Grant Professionals - <http://www.grantprofessionals.org/>
- American Society for Public Administration - <http://www.aspanet.org/>
- Association of Fundraising Professionals - <http://www.afpnet.org/>
- Association of Professional Researchers for Advancement - <http://www.aprahome.org/>
- Independent Sector - <http://www.independentsector.org>

- National Association of Planning Councils - <http://www.communityplanning.org>

Internet Resources

- Alliance for Nonprofit Management - <http://www.allianceonline.org/>
- Chronicle of Philanthropy - <http://philanthropy.com/section/Jobs/224/>
- Community Career Center - <http://nonprofitjobs.org>
- Feminist Majority Foundation - <http://feminist.org/911/jobs/joblisting.asp>
- Foundation Center - <http://fdncenter.org>
- Idealist.org - <http://www.idealists.org>
- Institute for Global Communications - <http://www.igc.org/html/jobs.html>
- National Center on Nonprofit Enterprise - <http://www.nationalcne.org/>
- Network for Good - <http://www1.networkforgood.org/>
- Non-Profit Career Network - <http://www.nonprofitcareer.com>
- Non-Profit Oyster - <http://www.nonprofitoyster.com>
- Opportunity Knocks - <http://www.opportunityknocks.org/>
- Professionals for Nonprofits - www.nonprofitstaffing.com

Publications

Career Opportunities in the Nonprofit Sector by Jennifer Bobrow Burns and Timothy P. Shriver, Checkmark Books, 2006.

Change Your Career: Transitioning to the Nonprofit Sector by Laura Gassner Otting, Kaplan Publishing, 2007.

How to Manage an Effective Nonprofit Organization: From Writing and Managing Grants to Fundraising, Board Development, and Strategic Planning by Michael A. Sand, Career Pr Inc, 2005.

Jobs That Matter: Find a Stable, Fulfilling Career in Public Service by Heather Krasna, Jist Works, 2010.

Making a Living While Making a Difference by Melissa Everett, New Society Publishers, 2007.

The Nonprofit Career Guide: How to Land a Job That Makes a Difference by Shelly Cryer, Fieldstone Alliance, 2008.

Nonprofits Job Finder: Where the Jobs Are in Charities and Nonprofits by Daniel Lauber and Jennifer Atkin, Planning/Communications, 2010.

CAREER OPPORTUNITIES IN NON PROLIFERATION

Description of the Field

Nonproliferation professionals work to reduce or end the development of nuclear weapons and respond to potential conflict. Those in the field promote the safe use of nuclear science and work to insure it is not being used for military purposes.

Career Paths and Entry Salaries

A career in nonproliferation may begin by getting an internship or fellowship with a governmental agency, nongovernmental organization, or multinational organization that works in nonproliferation. A typical career path includes working in an entry level position in one of these organizations and working your way up over time. See current GS pay levels for the federal government for an idea of expected salary, other hiring organizations will vary depending on sector.

Demand

There is a demand for professionals well-educated in nuclear science and engineering, many people in the field will be retiring by 2013. Nuclear nonproliferation experts in general will also continue to be needed, as new challenges such as the emergence of new proliferating states and the added threat of terrorists acquiring nuclear weapons will require new and revised strategies.

Qualifications Necessary to Enter the Field

Public policy makers and researchers need to have an understanding of political conflict, nuclear history, strong communications skills, and an ability to understand different approaches to problem solving and cultural differences.

Sample Group of Employers

- American Nuclear Society - <http://www.new.ans.org/>
- International Atomic Energy Agency - <http://www.iaea.org/>
- Brazilian–Argentine Agency for Accounting and Control of Nuclear Materials - <http://www.abacc.org/home.htm>
- European Nuclear Society - <http://www.euronuclear.org/aboutus/memberspage.htm>
- Nuclear Energy Institute - <http://www.nei.org/>
- US Department of Energy - <http://www.energy.gov/>
- US Nuclear Regulatory Commission - <http://www.nrc.gov/>

Associations

- Arms Control Association - <http://www.armscontrol.org/>
- International Association of Lawyers Against Nuclear Arms - <http://www.ialana.net/>
- Women in International Security - <http://wiis.georgetown.edu/>
- World Nuclear Association - <http://www.world-nuclear.org/>

Future Challenges of the Profession

The nonproliferation profession faces a time of new challenges as those states that signed the Nuclear Nonproliferation Treaty (NPT) push the boundaries of peaceful nuclear technology and research closer to weapons related capabilities. Moreover, the threat of non-state actors and terrorists obtaining nuclear weapons is also something that nonproliferation professionals will need to address.

Resources for Additional Information

Internet Resources

- James Martin Center for Nonproliferation Studies, Student Internships, <http://cns.miis.edu/edu/internships.htm>
- National Nuclear Security Administration careers, <http://nnsa.energy.gov/federalemployment>
- Nuclear Threat Initiative, <http://www.nti.org/index.php>
- Job posts in arms control, <http://www.armscontrol.org/employment>
- Friends Committee on National Legislation, Quaker Lobby, Jobs Post, <http://fcnl.org/about/jobs/>
- Council for a Livable World, job postings, <http://blog.livableworld.org/tag/Jobs>
- Web page for pro-Isreas and pro-peace American citizens with job postings, <http://jstreet.org/about/jobs-with-j-street/>

Publications

Arms Control Today, Arms Control Association, 2010

Office of Nonproliferation and International Security Annual Report, National Nuclear Security Administration, 2009.

CAREER OPPORTUNITIES IN PEACE AND CONFLICT RESOLUTION

Description of the Field

Peace and Conflict Resolution studies is an interdisciplinary academic field that draws from anthropology, sociology, political science, law and other disciplines in analyzing the causes of war and systemic oppression, exploring processes by which conflict and change can be channeled to maximize justice while minimizing violence. It encompasses the study of economic, political, and social systems at the local, national, and global levels, and examines ideology, culture, and technology as they relate to conflict and change. In different settings, this field of study is known variously as "peace and conflict studies," "peace and security studies," "peace and world order studies," "justice and reconciliation studies," and other similar variations. What distinguishes this field from others, however, is a concern with the modalities of peace and the methods of peacemaking. (Michael T. Klare, *Peace and World Security Studies*)

Career-related activities within this field include policy research, legislative lobbying, public education, petitioning and protest action, community service, program design and management, training and facilitation, and intercultural diplomacy.

Career Paths and Entry Salaries

Entry level positions in the peace and conflict resolution field are diversified and often highly competitive. Salary levels range from the \$20,000s to mid \$30,000s at the entry level depending on the size of the organizational budget, staff size, and qualifications. Functional titles include, but are not limited to: analyst, program associate/assistant, education coordinator, research assistant, public relations liaison, and regional monitor.

This field has no direct or specified career path. Acquiring essential skills in the peace and conflict resolution field can be initiated through involvement and concern with the social issues affecting most communities. An understanding and knowledge of history and how it applies to a conflict situation as well as strong cross-cultural interaction skills are valuable assets in the field.

Demand

The unprecedented changes in the world community have not prevented conflict from continuing unabated. There are therefore many opportunities for peace and conflict resolution professionals, as the demand for innovative and more effective means to resolve conflicts between nations and peoples grows. Many applied conflict resolution skills can be acquired in a domestic setting and then transferred to the international arena (with a knowledge of important cultural and environmental differences), and many volunteer opportunities can lead to full-time employment.

As an interdisciplinary field, conflict resolution positions can be found in a variety of organizations not traditionally viewed as peace-advocating institutions. For example, development organizations like CARE and CRS (Catholic Relief Services) are increasingly recognizing the important interconnections between development and conflict resolution. The creation of the World Bank's Post-Conflict Unit and the Federal Mediation & Conciliation Service shows that governmental and multilateral organizations are also

recognizing the importance of this growing field. However, paid professional positions in this field are difficult to obtain unless one has relevant experience and the corresponding education and training.

Qualifications Necessary to Enter the Field

A strong commitment to social issues and an interest in international relations are necessary to build a career in international conflict resolution. One's educational background should emphasize research and analytical methods. The shared sense of a common purpose being pursued for a socially conscious cause will sometimes create a less than structured environment; aspiring peace and conflict resolution professionals must be flexible. Due to the international nature of the field, foreign language proficiency will make one more competitive. In addition, teaching and training skills acquired through education or work can also be considered.

The enthusiastic involvement with public interest organizations as an intern and/or volunteer will help to develop a network, which is important in receiving an offer for a professional job. Overseas field experience, especially in a developing country, as well as experience in a multicultural section of a local community or city is highly recommended.

A graduate level degree is almost essential to progress in the field because of the functional expertise it provides. The methods utilized in evaluating and analyzing conflict and in resolving such situations or potential situations are often learned through a combination of experience and higher education.

Sample Group of Employers

- Alliance for International Conflict Resolution - <http://www.aicpr.org/>
- American-Mideast Education & Training Services - <http://www.amideast.org/>
- American Civil Liberties Union - <http://www.aclu.org/>
- American Friends Service Committee - <http://www.afsc.org/>
- Amnesty International - <http://www.amnesty.org/>
- Carter Center - <http://www.cartercenter.org/>
- CARE, Inc. - <http://www.care.org/>
- Carnegie Council on Ethics & International Affairs - <http://www.cceia.org/>
- Carnegie Endowment for International Peace - <http://www.ceip.org/>
- Catholic Relief Services - <http://www.crs.org/>
- Center for War/Peace Studies - <http://www.cwps.org/>
- Chemonics -
- Federal Mediation and Conciliation Service - <http://www.fmcs.gov/internet/>
- The Fund for Peace - <http://www.fundforpeace.org/>
- INCORE - <http://www.incore.ulst.ac.uk/>
- The Institute for International Mediation and Conflict Resolution - <http://www.cemproc.org/IIMCRprofilepage.html>
- Institute for Multi-Track Diplomacy - <http://www.imtd.org/>
- Institute for Policy Studies - <http://www.ips-dc.org/>
- Institute for World Affairs - <http://www.iwa.org/>
- International Alert - <http://www.international-alert.org/>
- International Crisis Group - <http://www.crisisgroup.org/>
- International Institute for Sustained Dialogue -
- Joan B. Kroc Institute for Peace & Justice - <http://www.sandiego.edu/peacestudies/ipj/>
- National Democratic Institute -
- National Peace Foundation - <http://www.nationalpeace.org/>

- Mercy Corps - <http://www.mercycorps.org/>
- Non-Violence International - <http://nonviolenceinternational.net/>
- Peace Brigades International - <http://www.peacebrigades.org/>
- Peace Makers Trust - <http://www.peacemakers.ca/>
- Peace Vox - <http://www.peacevox.com/>
- Search for Common Ground - <http://www.sfcg.org/>
- Sister Cities International -
- TransAfrica - <http://www.transafricaforum.org/>
- US Agency for International Development Office of Conflict Management and Mitigation – http://www.usaid.gov/our_work/cross-cutting_programs/conflict/
- US Department of State Bureau of Conflict and Stabilization Operations, Office of the Coordinator for Reconstruction and Stabilization - <http://www.state.gov/g/cso/>
- US Institute of Peace - <http://www.usip.org/>
- The United Nations - <http://www.un.org/>
- The William & Flora Hewlett Foundation - <http://www.hewlett.org/>
- Woodrow Wilson International Center - <http://www.wilsoncenter.org/index.cfm>
- World Policy Institute - <http://www.worldpolicy.org>

Future Challenges of the Profession

Practical experience, theoretical insight, and regional expertise all have value, but it is the combination of the knowledge from these three aspects of the field that will be necessary in order to impact today's complex and volatile world (U.S. Institute of Peace). The inability to gather adequate resources from the global community to resolve conflict situations will continue to frustrate the hope for a defining commitment to a new world order.

The rights of nations to self-determination and the recognition of states based on democracy and a corresponding rule of law cannot succeed without international development initiatives. This link between development assistance and conflict resolution implies an increase in opportunities with development organizations. Sustainable development combined with democracy and the rule of law in struggling countries will only flourish with cooperation in the international arena to improve economic relationships.

Funding is always a major challenge for any internationally focused organization. This is especially true in the field of international conflict resolution, as organizations struggle to obtain funds from governmental organizations, membership dues, and charitable foundations. Furthermore, many organizations have difficulty reconciling the funder's, donor's, or contributor's desire for tangible results with the intangible nature of their projects. Quantifying the results of projects which aim to reduce future conflict by focusing on communication, dialogue, and change from within can be especially difficult. Therefore, innovative fundraising ideas and a commitment to procuring new revenue sources will be useful for those looking to address the future challenges of the field.

Resources for Additional Information

Associations

- Association for Conflict Resolution - <http://www.acresolution.org/>
- American Political Science Association Conflict Processes Section - http://www.apsanet.org/section_313.cfm
- American Sociological Association Peace, War & Social Conflict Section - <http://www.peacewarconflict.org/>
- Peace and Justice Studies Association - <http://www.peacejusticestudies.org/>

- International Peace Research Association - <http://soc.kuleuven.be/pol/ipra/>
- National Conference on Peacemaking and Conflict Resolution - <http://www.apecemaker.net/>

Internet Resources

- Institute for Global Communications, PeaceNet - <http://www.igc.org/index.html>
- Peace and Collaborative Development Network - <http://www.internationalpeaceandconflict.org/>
- A Peace Maker - <http://www.apecemaker.net/>

Publications

Alternatives to the Peace Corps: A Guide to Global Volunteer Opportunities, 12th Ed., by Caitlin Hachmyer, Food First Books, 2008.

Becoming A Mediator: Your Guide To Career Opportunities, by Peter Lovenheim, NOLO, 2004.

Becoming a Mediator: An Insider's Guide to Exploring Careers in Mediation, by Peter Lovenheim, Jossey-Bass, 2002.

Contemporary Conflict Resolution, 2nd Ed., by Oliver Ramsbotham, et al., Polity, 2005.

People Building Peace II: Successful Stories Of Civil Society, Paul Van Tongeren, L. Rienner Publishers, 2005.

War, Ethics and Justice: International Security in a Post-9/11 World, by Jame Gow, et al., Routledge, 2010.

CAREER OPPORTUNITIES IN POLITICAL RISK ANALYSIS

Description of the Field

The term “political risk” refers to the possibility that investors will lose money or make less money than expected due to political decisions, conditions, or events occurring in the country or emerging market in which they have invested. Specific problems include government instability, currency inconvertibility, nationalization, and expropriation. In addition, political risk analysis examines social conditions such as crime levels – the number of recent kidnappings, for example – and land rights issues when evaluating the level of risk associated with any investment.

Typically, political risk analysts gather information on an area or a country, determine the causes and sources of any related risks, and forward their findings to those making investment decisions. Analysts may also be asked to prescribe risk management solutions and offer recommendations to clients hoping to invest in a specific area of the world. Although political risk analysis has been developing as a field since the 17th century, it has seen a dramatic increase in importance only in the past 25 years.

While the political risk divisions of large consulting and insurance companies have traditionally been most involved with this field, today’s analysts may find employment with international organizations, smaller financial companies, rating services, energy firms, and online sites specializing in the sale of political risk information. Three departments within most large banks perform political risk analysis: credit, fixed income, and equities. The equity department supports equity research analysts by forecasting key economic variables and may require advanced economic skills, often at a doctoral level.

Those employed in rating agencies, lending institutions, and organizations such as the State Department may be required to make in-depth economic analysis and would be classified as specialists. Analysts with more general knowledge about countries, legal systems, and business practices may find employment with smaller consulting companies that gather and analyze information and then sell their findings to others.

Career Paths

Internships are strongly recommended, especially if they will strengthen one’s accounting and financial skills or offer some insight into the political process. Moreover, prior experience is becoming increasingly important in finding employment in certain organizations, such as the World Bank. Requirements appear to be more flexible for employment with smaller companies, particularly those that are Internet-based.

With expanding markets and levels of foreign direct investment increasing, forecasts for jobs in this field seem strong. Additionally, the increasing number and types of firms practicing political risk analysis ensure that this field will be attractive to many different types of people.

Qualifications Necessary to Enter the Field

Political risk analysts typically hold degrees in business, international relations, political science, economics or related areas but may also have backgrounds in law, intelligence, journalism, or law enforcement. Representation of investigative journalists and former intelligence agents is particularly high in online companies specializing in political risk information. Banking experience is always beneficial and may be required for those students hoping to work in a financial company. Although concentrating in an area study will certainly be useful, many analyst positions will focus on more than one area of the world. Successful analysts excel at adapting their knowledge to new and uncertain situations. Excellent research, analysis, and decision making abilities as well as good communicative and writing skills are necessary to succeed in this field. Companies look for well-informed people who may be described as intelligent risk takers.

The ability to decipher a balance sheet, understand a country's balance of payments, or offer insight into the politics of a particular region will be very useful. Therefore, it is recommended that students interested in pursuing a career in political risk analysis take classes in finance, monetary economics, trade and political science. The latter will be most useful for entry-level positions, while business-related classes will help those pursuing a more specialized track. Specific classes include the following: accounting, corporate finance, private sector project finance, international monetary system, and country risk analysis.

Sample Group of Employers

International/Governmental Organizations

- World Bank/MIGA - The Multilateral Investment Guarantee Agency www.miga.org
- OECD - The Organization for Economic Co-operation and Development
<http://www.oecd.org>
- OPIC - The Overseas Private Investment Corporation - www.opic.gov/Insurance

Private Sector

- American International Group, Inc. - <http://www.aigcorporate.com/index.html>
- Andrae & Associates - <http://globalstrat.net/>
- Aon Corporation - <http://www.aon.com/default.jsp>
- Bloomberg Financial News - <http://www.bloomberg.com>
- BPAmoco - www.bpamoco.com
- Business Monitor International - <http://www.businessmonitor.com>
- Chubb - <http://www.chubb.com>
- CountryWatch.com - <http://www.countrywatch.com/>
- Control Risks Group - www.crg.com
- Deloitte Touche Tohmatsu - <http://www.deloitte.com/>
- Eurasia Group - www.eurasiagroup.net
- Fitch Ratings - http://www.fitchratings.com/index_fitchratings.cfm
- J.P. Morgan - www.jpmorgan.com/careers
- Kroll Associates - <http://www.kroll.com/>
- Maplecroft - <http://maplecroft.com/>
- Marsh - <http://marsh.com>

- Medley Global Advisors - www.medleyadvisors.com
- Moody's Investors Services - www.moodyskmv.com
- Morgan Stanley Dean Witter - <http://www.morganstanley.com/>
- Oxford Analytica - <http://www.oxan.com/>
- Profound Online Business Services - <http://www.profound.com/>
- S. J. Rundt & Associates - www.rundtsintelligence.com
- Smith Brandon International - www.smithbrandon.com
- Sovereign Risk Insurance Ltd. - <http://www.sovereignbermuda.com/main.html>
- Standard & Poor's - <http://www.standardandpoors.com/home/en/us>
- Stratfor - <http://www.stratfor.com/>
- Zurich - <http://www.zurich.com>

Resources for Additional Information

Books

- Ian Bremmer and Preston Keat, *The Fat Tail: The Power of Political Knowledge for Strategic Investing* (Oxford University Press: New York, 2009).

Professional Associations

- Association of Professional Insurance Women - <http://www.apiw.org/default.asp>
- Berneunion - <http://www.berneunion.org.uk/>
- Global Association of Risk Professionals - <http://www.garp.org/>
- Society for Risk Analysis - <http://www.sra.org/>

Internet Resources

- Global Risk Affairs - <http://www.globalriskaffairs.com/>
- Marvin Zonis - <http://www.marvinzonis.com>
- PRS Group - <http://www.prsgroup.com/>
- Risk World - <http://riskworld.com>

CAREER OPPORTUNITIES IN THINK TANKS AND RESEARCH INSTITUTES

Description of the Field

In Washington, DC and throughout the country, many think tanks and research organizations focus on foreign policy and international issues. These organizations are often supported by contracts from the government, foundations, private businesses, and endowments. Think tanks, in the most traditional sense, are seen as non-partisan organizations that employ interdisciplinary approaches to finding long-term solutions to policy-related issues.

Research organizations vary in perspective and focus: some may be viewed more as advocacy groups which promote a particular agenda, while others may resemble private sector consulting organizations or academic institutions. In addition to their research efforts, many research institutes produce major publications or organize professional conferences, lectures, and policy forums. Think tank scholars testify before Congressional committees, submit articles to major newspapers, and may serve on government task forces.

Career Paths and Entry Salaries

The type of positions available varies considerably between organizations and is very much dependent upon one's level of education. In addition to research-related positions, which usually require an MA or PhD and specialized expertise, many organizations utilize interns and individuals with BA and MA degrees for a range of administrative positions. Entry-level positions for individuals with MA degrees include:

Program Manager/Assistant – Coordinates and handles logistics for major program events, meetings, conferences, and international visits, and manages a range of program support functions, including communications and publication work. Starting salaries can range from high 20's to mid 30's, depending on the organization and level of responsibility.

Research Assistant – Provides research support to Fellows and Senior Associates, drafts documents, manages database records, handles correspondence and provides general administrative support. Salaries average in the high 20's to mid 30's, depending on the size and funding base of the institute.

Research Associate -- Develops and implements research plans, prepares funding proposals, analyzes data and synthesizes findings, publishes and presents findings to various audiences. Starting salaries can range from mid 30's to 40's, again depending on experience and the organization.

Advancement into senior positions usually requires education at the Ph.D. level and/or extensive specialized expertise, so it is common to see those in junior level positions leaving after 2-3 years to pursue higher education and professional opportunities in academia, government, private corporations, and consulting firms.

Demand

In response to changing world affairs, public interests, funding, and budgetary constraints, many foreign policy research organizations are re-examining their focus. Entry-level positions remain highly competitive and success in securing a post requires planning and persistence. Most think tanks and research institutes do have formal internship programs and many look first to current and former interns to fill new positions. Not only are interns in a position to hear about openings before they are advertised externally, but they also frequently have had prior occasion to demonstrate their specialized knowledge, skills, and dedication.

Qualifications Necessary to Enter the Field

Higher education, at a Masters and Ph.D. level, and experience in the field is generally required for substantive research positions. Strong communication skills, both written and oral, are essential. One must be able to write concise briefing reports as well as longer, academic works. Presentation skills are also important, as is comfort in

addressing an audience of experts. Competitive candidates will also be able to demonstrate proficiency in foreign languages and will have a solid command of word processing and spreadsheet applications and the Internet. Many positions require solid quantitative skills and knowledge of statistical packages.

Sample Group of Employers

- The American Council for Capital Formation <http://www.accf.org>
- Brookings Institution <http://www.brookings.edu>
- Carnegie Council on Ethics and International Affairs <http://www.cceia.org>
- Carnegie Endowment for International Peace <http://www.carnegieendowment.org>
- The Carter Center <http://www.cartercenter.org/default.asp?bFlash=True>
- Committee for Economic Development <http://www.ced.org>
- Council on Foreign Relations <http://www.cfr.org>
- Center for Strategic and International Studies <http://www.csis.org>
- East-West Center <http://www.eastwestcenter.org>
- Economic Policy Institute <http://www.epinet.org>
- Foundation for National Progress <http://www.mojones.com/index.html>
- The Heritage Foundation <http://www.heritage.org>
- Hoover Institute, Stanford University <http://www-hoover.stanford.edu>
- Institute for Food and Development Policy (Food First) <http://www.foodfirst.org>
- Institute for International Economics <http://www.iie.com>
- National Bureau of Asian Research <http://www.nbr.org>
- Nautilus Institute for Security and Sustainable Development <http://www.nautilus.org>
- RAND <http://www.rand.org>
- Woodrow Wilson International Center <http://www.WilsonCenter.org>
- World Economic Forum <http://www.weforum.org>
- Worldwatch Institute <http://www.worldwatch.org>

Future Challenges of the Profession

Some professionals in the field predict that the information explosion caused by the Internet is increasing the demand for expert analysis, interpretation, and synthesis of information. Others, however, express concern that limited funding sources may hinder think tanks in the fulfillment of their mission of providing objective policy-relevant knowledge. Responding to the changing world political/economic situation and the interests of the public, some think tanks have already broadened their range of expertise and diversified their focus.

Resources for Additional Information

Internet Resources

- Carnegie Endowment listing of selected think tanks and links to websites
<http://www.ceip.org/files/news/library/libtanks.htm>
- National Institute for Research Advancement's index of research organizations by country
<http://www.nira.go.jp/ice/nwdtt/index.html>
- Links to Research and Educational Institutes <http://www.cato.org/links/links.html>
- NIRA's World Directory of think tanks around the world <http://www.nira.go.jp/ice/nwdtt/>
- Source Watch index and description of a selection of think tanks
http://www.sourcewatch.org/index.php?title=Think_tanks-

Publications

Careers in International Affairs, Edited by Maria Pinto Carland and Lisa A. Gihring, Georgetown University Press, 2003.

International Research Centers Directory, Gale Publishing, 2006.

Research Centers Directory, Gale Publishing, 2005.

CAREER OPPORTUNITIES IN TRADE POLICY/PROMOTION

Description of the Field

Trade policy is becoming an important issue to more businesses in the United States as the barriers to trade and capital movement decline and foreign markets become increasingly interconnected with US markets. With the growth of regional trade blocks and increased membership in international trade organizations such as the World Trade Organization, the impact of US and foreign trade policy on the success of businesses in the United States will continue to increase. Trade policy directly affects virtually all industries.

Trade policy and promotion include a variety of activities such as analyzing markets, increasing attendance at trade events, identifying agents and distributors, and disseminating information on export financing. Additional activities include representing business interests to foreign government officials, national government agencies, international organizations, and trade missions; identifying joint venture partners; researching development projects; and understanding foreign standards, testing, and certification requirements.

Career Paths

Entry-level titles include project coordinator, research assistant, government relations assistant, economic analyst, public relations specialist, and trade policy associate. Professionals in the field emphasize that experience is key to both monetary and professional advancement.

Communication between businesses and the government is critical, given that US government policies directly affect a company's international business. Government policies and legislation can affect international tariffs, non-tariff trade barriers, export financing, export licensing and control requirements, counter-trade, and technology transfer. Therefore, people who have held positions in the public sector have experience critical to a firm's international activities. Export promotion at the Department of Commerce, export licensing at the State Department, and trade finance at the Department of the Treasury are but a few examples of public sector work that would be considered desirable. The legislative branch also provides a setting for graduates seeking to develop knowledge valuable to global corporations. One who understands both how government works and how to influence policy to the business sector's advantage is a particularly attractive candidate.

In the private sector, graduates will spend a considerable amount of time monitoring government activities to identify policies that could affect their organization and then trying to influence those policies. Again, a solid understanding of government procedures and an intimate knowledge of key issues surrounding one's business or industry is essential, as is the ability to research and analyze market trends and political developments, both nationally and internationally. Inside knowledge of the federal government would be a great asset to any business seeking to influence trade policy.

Recommended Qualifications to Enter the Field

- ✓ Superior oral and written communication skills, especially in persuasion.
- ✓ Ability to speak and present publicly.
- ✓ Knowledge of the government process.
- ✓ Intimate knowledge of current trade policy and regulations.
- ✓ Functional expertise in areas such as international finance, political risk management, economics, strategic planning, or marketing.

- ✓ Foreign area expertise.
- ✓ Demonstrated foreign language proficiency.
- ✓ Flexibility and ability to learn new concepts quickly.
- ✓ Excellent quantitative and qualitative skills.
- ✓ Strong economics background.
- ✓ Demonstrated research and analysis in the field.

Sample Group of Employers and Resources for Additional Information

Associations

- CATO Institute, Trade and Immigration - <http://www.cato.org/trade-immigration>
- Eldis Trade Policy Resource Guide - <http://www.eldis.org/trade/index.htm>
- Federation of International Trade Associations - <http://www.fita.org/>
- Global Public Policy Institute - <http://www.gppi.net/>
- Institute for Agriculture and Trade Policy - <http://www.iatp.org/>
- International Chamber of Commerce - <http://www.iccwbo.org/>
- International Gender and Trade Network - <http://www.igtn.org/>
- National Federation of Independent Business - <http://www.nfib.com/>
- National Foreign Trade Council - <http://www.nftc.org/>
- Trade Analysis and Information System - http://r0.unctad.org/trains_new/index.shtm
- US Chamber of Commerce - <http://www.uschamber.com/>
- US Council for International Business - <http://www.uscib.org/>
- US Small Business Association - <http://www.sba.gov/>
- Washington International Trade Association - <http://www.wita.org>
- Women in International Trade - <http://www.wiit.org/>
- World Trade Point Federation - <http://www.tradepoint.org/>

Career Resources

- The Federation of International Associations - <http://www.fita.org/jobs/>

Federal Government

- Department of Commerce - <http://www.commerce.gov/>
- Department of State Trade Policy and Programs - <http://www.state.gov/e/eeb/tpp/>
- Department of the Treasury - <http://www.treasury.gov/>
- Export-Import Bank of the United States - <http://www.exim.gov/>
- Foreign Agricultural Service, US Department of Agriculture - <http://www.fas.usda.gov/>
- Office of the US Trade Representative - <http://www.ustr.gov/>
- Overseas Private Investment Corporation - <http://www.opic.gov/>
- Trade Information Center - http://www.export.gov/exportbasics/eg_main_017483.asp
- US Commercial Service - <http://www.trade.gov/cs/>
- US International Trade Commission - <http://www.usitc.gov/>
- US Trade and Development Agency - <http://www.ustda.gov/>

International Organizations

- International Monetary Fund, Trade - <http://www.imf.org/external/np/exr/facts/imfwto.htm>
- UN United Nations Environment Programme Division of Technology, Industry, and Economics. Economics and Trade Branch - <http://www.unep.ch/etb/>
- UNCTAD United Nations Conference on Trade and Development - <http://www.unctad.org/>

- Trade, World Bank - <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/TRADE/0,,menuPK:176760~pagePK:149018~piPK:149093~theSitePK:239071,00.html>
- World Trade Organization - <http://www.wto.org/>

Private Sector

- AT&T - <http://www.att.com/>
- Amazon.com - <http://www.amazon.com/>
- The Boeing Company - <http://www.boeing.com/>
- Eastman Kodak - <http://www.kodak.com/>
- ExxonMobil - <http://www.exxonmobil.com/>
- IBM - <http://www.ibm.com/>
- Johnson & Johnson - <http://www.jnj.com/>
- Motorola - <http://www.motorola.com/>
- Northrop Grumman Corporation - <http://www.northropgrumman.com/>
- Philip Morris Companies, Inc. - <http://www.pmus.com/>
- Pepsi-Cola International - <http://www.pepsico.com/>
- Procter & Gamble - <http://www.pg.com/>
- Starbucks Coffee Company - <http://www.starbucks.com/>

Professional Organizations

- Alliance of Automobile Manufacturers - <http://www.autoalliance.org/>
- International Chamber of Commerce - <http://www.iccwbo.org/>
- National Federation of Independent Business - <http://www.nfib.com/>
- United States Chamber of Commerce - <http://www.uschamber.org>
- Washington International Trade Association - <http://www.wita.org>

Future Challenges of the Profession

Some of the issues facing trade policy professionals in the future include the United States' global trade deficit, especially with China, and what the effects will be with the American market increasingly saving rather than spending its earnings. The United States would face additional challenges as new free trade agreements develop with Colombia, South Korea, and others. In addition, the spread of the Internet throughout the world, with improved speeds in developed nations and Internet-accessible mobile phones in emerging markets, will continue to present new opportunities and challenges for those in the trade policy field.