The Fork in the Road

- Industry I: development
  - More opportunities now
  - Bottom line determines direction (\& shifts it *quickly*)

- Industry II: research
  - *Follow the big money*… anywhere in tech.
  - Values agility \& diversity

- Academia
  - Heavier initial effort: *publish, publish!* (check metrics *first*)
  - Values focus

- Startups
  - Ph.D. = Chief Scientist (at best), *not* CTO
  - Focus is on *sales*
Making Your Case

- Cover letter
  - Do some homework and be specific
- Resume
  - Start now – keep it updated
  - Draw a nice picture, but *leave stuff out*
  - Look at gaps as opportunities to *act now*
- Statement of research
  - Extend Ph.D. work
  - Propose something different (show taste & justify)
Clues

- Pick a direction
  - Pick *something* - long-range view
  - *Focus, focus, focus* - *until* you change it
- Get your feet wet
  - Faculty: *teach* a class (not just TA), advise a junior student
  - Industry: seek an internship
- Do something besides coursework/thesis
  - A Ph.D. is a profession, not a ‘job’
- www.isi.edu/touch/faqs/student-faq.html
  - Personal contacts are everything – direct or indirect