The Scientist's Conundrum: CV, Resume or Something In-Between?

Laura Stark
FAS Office of Career Services
Harvard University

Outline

- CV? Resume? Hybrid?
- Format
- Style
- Common CV/Resume Mistakes
- Academic vs. Industry CVs, with samples
- Resumes, with samples
- CV/resume hybrid sample

CV? Resume? Hybrid?

Think about:

- Your audience
- The position
- Your strengths, relevant skills & experience
- How much detail
- Focus on PhD-specific accomplishments?

Format

- There is no single correct format
- Highlight your strengths, accomplishments, and experience
  - Strongest qualities should stand out when skimmed
  - 30 second test
  - Enough supporting detail to stand up to scrutiny
- Organize with CATEGORIES
  - Arrange categories in order of importance
  - Reverse chronological order within categories

Style

- Place most important information:
  - First page
  - Left side of page
  - Beginning of sections
  - In columns
- Use highlighting judiciously
- Use action verbs to describe experience
- Consult job posting, and include relevant KEYWORDS
- Avoid pronouns, articles, jargon
- Use sentence fragments
- PROOF, PROOF, PROOF
- Ask a friend to PROOF

Common Mistakes

- Don’t use another CV or resume as a TEMPLATE
- Avoid “TOO MANY WORDS”
- Don’t include PERSONAL information, e.g.
  - Marital status
  - Date of birth
  - Citizenship
  - Gender
  - Photograph
  - Native country
- Be very careful attributing pre-published papers
- Don’t get too creative with paper, style, format

Academic CVs	Industry CVs
■ Designed for the human eye	■ Designed for the human eye & keyword searches
■ Highlight research or teaching	■ Always highlight research
■ Grants & Awards more important	■ Skills & Techniques more important
■ Describe research with more BASIC approach	■ Describe research with more APPLIED approach

Academic CVs	Industry CVs
■ Exhaustive list of publications and presentations	■ Selected publications and presentations (if very many)
■ Include references & contact info	■ Send reference information if requested
■ Initial screening by PI or search committee	■ Initial screening usually by HR or pulled from database

Ellen applied for a tenure-track faculty position as a post-doc. At that point, she emphasized her two NRSA fellowships, and she placed her publications at the end of the CV, just prior to her references, as is expected in the life sciences.

It is rare for a PhD in the experimental sciences to successfully land a tenure-track faculty position immediately out of graduate school. A postdoc is almost always necessary. When Ellen had applied for her postdoctoral position, she included more detail about her graduate research.

ELLEN R. JOSEPH

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Science Center, Room 5480
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Los Angeles, CA 90669
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3400 West Chester Blvd.
Apartment 109
Los Angeles, CA 90620
(813) 321-1234

CURRENT POSITION

University of California, Los Angeles — Los Angeles, CA
Postdoctoral Fellow — 2013-Present

EDUCATION

Columbia University — New York, NY
PhD, Neuroscience — 2013
Dissertation: Development of synaptic plasticity in *Aplysia californica*

Dartmouth College — Hanover, NH
BS, *magna cum laude*, Biology. Phi Beta Kappa — 2005

GRANTS AND AWARDS

Ruth L. Kirschstein Post-Doctoral National Research Service Award — 2014-2016
National Institute of Deafness and Other Communication Disorders, National Institutes of Health

Department of Neuroscience, Emerging Faculty Award — 2013
Columbia University

Ruth L. Kirschstein Pre-Doctoral National Research Service Award — 2010-2013
National Institute of Mental Health, National Institutes of Health

University Excellence in Teaching Award — 2010, 2012
Columbia University

RESEARCH EXPERIENCE

University of California, Los Angeles — Los Angeles, CA
Postdoctoral Fellow; Advisor: Young X. Shen — 2013-Present
Developmental regulation of NMDA receptor-mediated synaptic transmission in zebra finch brain

- Developed single cell PCR method to study developmental changes in NMDA receptors, correlated with developmental stages of song learning
- Analyzed developmental changes in juvenile song using customized LabView software.
- Altered development of song with behavioral and circadian manipulations

Columbia University — New York, NY
Graduate Researcher; Advisor: Thomas J. Schmidt — 2006-2013
Serotonergic modulation of synaptic transmission in developing and adult *Aplysia*

- Used *in vitro* single cell neurophysiological recording and stimulation to study developmental emergence of two serotonin-mediated forms of synaptic plasticity

Identifying information has been changed.

Marine Biological Laboratory Woods Hole, MA
Participant, Neural Systems and Behavior course Summer 2008

Columbia University New York, NY
Graduate Research Assistant; Advisor: Emily Chester 2005-2006
Expression of Lupus antigens in fetal rat brain

- Characterized developmental changes in expression of numerous lupus antigens using immunocytochemistry and flourescence microscopy

TEACHING EXPERIENCE

University of California, Los Angeles Los Angeles, CA
Written and Oral Communication Advisor Spring 2014-Present
Guest Lecturer and Consultant, Seminar in Animal Communication Spring 2014

Columbia College New York, NY
Guest Lecturer, Introductory Psychology Summer 2011, 2012
Head Teaching Assistant, Cellular Basis of Behavior Spring 2012
Teaching Assistant, Cellular Basis of Behavior Spring 2010
Teaching Assistant, Neurobiology Fall 2010

Dartmouth College Hanover, NH
Teaching Assistant, Special Topics in Psychology Spring 2004
Teaching Assistant, Introductory Biology Fall 2003, Fall 2004

RELATED PROFESSIONAL EXPERIENCE

Columbia Graduate Women in Science (CGWS), Columbia University New York, NY
Co-Founder and President 2011-2013

- Organized and led student representatives from 25 natural science departments to promote issues of concern to women scientists at Columbia
- Co-chaired Invited Speakers committee. Managed 3 public symposia featuring nationally-renowned women scientists

PROFESSIONAL ASSOCIATIONS

Society for Neuroscience
International Association of Electrophysiologists
New York Academy of Sciences

CONFERENCE PRESENTATIONS

Joseph, E.R. and Shen, Y.X. Synaptic maturation is input-specific and occurs in two phases in nucleus RA of the zebra finch. Society for Neuroscience Abstracts. Poster presentation to be delivered at the Society for Neuroscience meeting, San Diego, CA., November, 2015.

Joseph, E.R. and Shen, Y.X. Developmental regulation of NMDA receptor-mediated synaptic currents in nucleus RA of the zebra finch. Society for Neuroscience Abstracts. 25:191. Poster presentation delivered at the Society for Neuroscience meeting, Atlanta, GA, November, 2014.

Joseph, E.R. and Schmidt, T.J. Synaptic facilitation is independent of spike duration in sensory neurons of juvenile *Aplysia*. Society for Neuroscience Abstracts. 25:695. Poster presentation delivered at the Society for Neuroscience meeting, Washington, D.C., November, 2012.

Identifying information has been changed.

Joseph, E.R. and Schmidt, T.J. Serotonergic facilitation of synaptic transmission in juvenile *Aplysia*. Society for Neuroscience Abstracts. 23:814. Oral presentation delivered at the Society for Neuroscience meeting, New Orleans, LA, November, 2011.

Joseph, E.R., Kline, N.J., and Schmidt, T.J. Temporal dissociation of 5HT-induced spike broadening and excitability in *Aplysia* sensory neurons. Society for Neuroscience Abstracts. 21:941. Oral presentation delivered at the Society for Neuroscience meeting, St. Louis, MO, November, 2009.

Joseph, E.R. and Schmidt, T.J. Teaching neuroscience through a laboratory experience: you can't start too young. Society for Neuroscience Abstracts. 20:518. Poster presentation delivered at the Society for Neuroscience meeting, Orlando, FL, November 2008.

REVIEW ARTICLES

Joseph, E.R., LeBlanc, R., Kline, N.J., Bliss, E.A., and Schmidt, T.J. (2011). Central actions of serotonin across the life span of *Aplysia*: Implications for development and learning. In H. Koike, Y. Kidokoro, K. Takahashi, and T. Kanaseki (Eds.), Basic Neuroscience in Invertebrates (pp. 249-265). Tokyo: Japan Scientific Societies Press.

Kline, N.J., Bliss, E.A., **Joseph, E.R**., and Schmidt, T.J. (2011). Differential modulatory actions of serotonin in *Aplysia* sensory neurons: Implications for development and learning. Seminars in Neuroscience. 9:21-33.

PEER-REVIEWED PUBLICATIONS

Joseph, E.R. and Shen, Y.X. (2015). Two-stage, input-specific synaptic maturation in a nucleus essential for vocal production in the zebra finch. Journal of Neuroscience. 22:9107-9116.

Joseph, E.R. and Schmidt, T.J. (2014). Developmental dissociation of serotonin-induced spike broadening and synaptic facilitation in *Aplysia* sensory neurons. Journal of Neuroscience. 21:334-346.

Joseph, E.R., Chang, A.R., Kline, N.J., and Schmidt, T.J. (2012). Pharmacological and kinetic characterization of two functional classes of serotonergic modulation in *Aplysia* sensory neurons. Journal of Neurophysiology. 78:855-866.

Smythe, M.I., Vaidya, A.F., **Joseph, E.R.,** Belema, J.F., and Denny, K.M. (2005). Fetal expression of renin, angiotensinogen, and atriopeptin genes in chick heart. Journal of Clinical and Experimental Hypertension. A15: 617-629.

REFERENCES

Young X. Shen, Ph.D.
Kim Professor of Neuroethology
Department of Neuroscience
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Science Center, Room 5485
Los Angeles, CA 90260
(813) 321-1233
shenyx@neuron.ucla.edu

Thomas J. Schmidt, Ph.D.
Professor of Psychology
Department of Neuroscience
Columbia University
2649 Washington Blvd.
New York, NY 12345
(212) 999-5678
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Identifying information has been changed.

Keisha used this CV to help her successfully land a staff scientist position at a biotech company. There are not many differences from her academic CV, except that she includes a list of skills and techniques (which is also appropriate for an academic postdoctoral application). While her thesis work was basic science, she includes references to clinically relevant work in her earlier research experiences. References are not included when applying to industry.

Keisha V. Thomas

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EDUCATION

Harvard University, Division of Medical Sciences — Boston, MA
- Ph.D. in Biochemistry and Molecular Pharmacology, — Expected March 2015
- National Science Foundation Honorable Mention 2010

Swarthmore College, Swarthmore, PA
- B.A., Biology 2003

RESEARCH EXPERIENCE

Harvard University Medical School — Boston, MA
Graduate Student with Dr. Elias T. Johannson — 2010-present
Genetic and genomic studies of ubiquitin-proteasome system activities in S. cerevisiae
- Examined potential transcriptional effects of the proteasome using microarray analysis to provide a genome-wide picture of chromatin binding and gene regulation.
- Executed genetic screen for suppressor of a mutant in the proteasome adaptor complex Cdc48Npl4Ufd1.
- Characterized one of the isolated suppressors to reveal a function in sporulation, using biochemistry, cell biology and transcriptional profiling.

Yale University Medical School — New Haven, CT
Research Assistant with Dr. Bing Wong — 2007-2009
- Examined transcriptional regulation of the bile acid transporter Ntcp using reporter assays in cultured hepatocytes.
- Managed laboratory functions including organization, ordering and scheduling equipment use.
- Trained new students and employees.

University of California San Francisco — San Francisco, CA
Research Assistant with Dr. Shona V. Ramapura — Summer 2006
- Analyzed encapsidation of HIV RNA using cell-free extract.

Université de Paris, Station Zoologique — Villefranche sur mer, France
Intern with Dr. Magali Canivet — 2005
- Used micromanipulation and microscopy to investigate early developmental stages of tunicate embryos.

Yale University Medical School — New Haven, CT
Howard Hughes Intern with Dr. Jane P. Angelique — Summer 2002
- Established method of PCR screening for NOD mice used in diabetes research.

SKILLS and TECHNIQUES
- Isolation of RNA and analysis by transcriptional profiling and Northern blot
- Chromatin immunoprecipitation and analysis on microarrays and by quantitative PCR
- Fluorescence microscopy
- Statistical analysis of microarray data
- Immunoprecipitation of complexes for identification by Mass Spectrometry
- Genetic screening and manipulations in budding yeast
- Mammalian cell culture

Identifying information has been changed.

LEADERSHIP EXPERIENCE

Harvard University Medical School Boston, MA
Editor, Biological and Biomedical Sciences Program Bulletin 2012-Present
- Participated in planning content; solicited, wrote and edited articles relevant to student life.

Mentor, Mentoring for Science program 2010, 2013
- Guided eighth-grade students to understanding of scientific method through molecular biology experiments and case-based learning.

Swarthmore College Swarthmore, PA
Teaching Assistant Embryology 2006
- Assisted in preparation and execution of laboratory section.
- Prepared and presented 2 class lectures.

ABSTRACTS

K.V. Thomas, J.M. O'Reilly, S. Kopp, and E.T. Johannson. The Proteasome and its Transcription Factor Substrate Have Overlapping Specificity in Gene Regulation. Abstracts of the Gordon Symposium on Ubiquitin and Signaling, 2012. Abstract 106.

K.V. Thomas, S. Gerling, and E.T. Johannson. The Npl4/Ufd1/Cdc48 Complex and Regulation of Membrane Composition. Abstracts of the American Society for Biochemistry and Molecular Biology, 2009. Abstract and Presentation 1615.

PUBLICATIONS

K.V. Thomas, A.L. Marcus, S. Gerling, L. Sing, and E.T. Johannson. The Yeast Arr4 Forms a Complex with Functions in Sporulation. In preparation.

K.V. Thomas, C.R. White, J.M. O'Reilly, S. Kopp, and E.T. Johannson. Genomic Localization of the Proteasome Demonstrates Multiple Levels of Gene Regulation. Under review.

A.L. Marcus, K.V. Thomas, S.P. Georgios, and E.T. Johannson. A subset of membrane-associated proteins is ubiquitinated in response to mutations in the endoplasmic reticulum degradation machinery. Proceedings of the National Academy of Sciences USA 2010; 98(16):12861-66.

L.A. Pittson, K.V. Thomas, D.S. Kerry, M.H. Slater, D.J. Elliot, and B. Wong. Interleukin-1ß Suppresses Retinoid Transactivation of Two Hepatic Transporter Genes Involved in Bile Formation. Journal of Chemical Biology 2008; 275(12): 8835-8843.

Identifying information has been changed.

Resumes

- Usually 1-2 pages
- Summary or objective statement?
- Publications as addendum (if at all)
- Emphasize skills/experiences most relevant to the reader and position
- Do not include work/lab address
- Do not include references

Samples

- Resume for venture capital – Anjan Subramayan
- Resume for non-profit consulting – Maria Arroyo
- CV/Resume hybrid for patent law – Isaac Abraham

With this resume, extensive networking, and his leadership position in the GSAS Harvard Biotechnology Club, Anjan successfully secured a position with a Boston venture capital firm. In the education section, he focuses on relevant coursework and his leadership position. Take note that he emphasized the novelty and significance of his PhD research in the experience section, and he does not include publications (though he could have done so as an addendum, if these were relevant or requested. His interest in poker is especially relevant to VC!

Anjan Lo Subramayan

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Education

HARVARD UNIVERSITY Cambridge, MA
Ph.D., Biological and Biomedical Sciences expected May 2015
Harvard Business School coursework (Spring 2014): Entrepreneurship and Venture Capital in Healthcare, Commercializing Science and High Technology.

- Harvard Biotechnology Club, Director – organize events exploring the business of biotechnology.
- *National Science Foundation Fellow* – 900 recipients/5,500 applicants ($85,000 for three years).

UNIVERSITY OF CALIFORNIA, BERKELEY Berkeley, CA
A.B. with Honors, Molecular and Cell Biology May 2008

- *Haas Scholars Program* – Awarded to 20 students campus-wide for thesis support ($12,500).
- *Undergraduate Research Apprentice Program* – 40 students campus-wide ($2,000 for summer).

Experience

THE BOSTON CONSULTING GROUP Boston, MA
Intern – Three-Day Ph.D. Summer Program July 2015
One of 14 Ph.D. candidates in Boston area selected to participate.

- Gained hands-on exposure to management consulting by conducting a simulated case on healthcare.
- Worked in a 5-member team to analyze data, conduct consumer research, and present findings.

HARVARD University Boston, MA
Ph.D. Candidate 2008-2015
Doctoral Research: Initiated, designed, and led execution of drug screen with the goal to identify drug candidates for cervical cancer. Screened 60,000 compounds and identified ~50 initial candidates.

- Initiated and led collaborations involving 4 Harvard professors, 4 members of a Harvard drug screen institute, and 2 laboratory colleagues.
- Presented research extensively, at conferences attended by 200+ scientists (3 times); to Harvard department of 125 scientists (3 times).
- Developed complex protocol involving "robots" and Excel to screen 22,000 compounds daily.
- Initiated and led 3-person collaboration at M.I.T. to conduct a different drug screen, using "compounds on a slide" approach (detect protein binding to 40,000 compounds on a slide).
- Prepared, presented, and defended novel research proposals on 4 different topics (immunology, drug discovery, HIV, and rotavirus) to 2-4 experts in each respective field.

UNIVERSITY OF CALIFORNIA, BERKELEY Berkeley, CA
Undergraduate Researcher – School of Public Health 2006-2008

- *Senior Honors Thesis* – determined rate of action of potential therapeutic RNA-based enzyme.
- Led and trained 3-person team of undergraduates in 4-month project to bioengineer DNA.

SACRAMENTO TREE FOUNDATION Sacramento, CA
Summer Intern – Save the Elms Program Summer 2006

- Recruited and trained 15 city volunteers to monitor beetle infestations of elm trees in community.
- Assisted field research to develop novel insecticide-free program to control beetle infestations.

Skills/Interests

Language: Conversational Mandarin.
Interests: Intramural Basketball, Traveling, and Poker

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Maria successfully landed a position as an Evaluation Consultant for a consulting firm that serves foundations and non-profit organizations. She emphasized her leadership role in restructuring a non-profit choral group while in grad school, and her brief consulting experience. Had she been applying for positions in arts administration or in market research, she could have used the category headings "Arts Administration Experience" and "Market Research Experience" instead of the "Non-Profit" and "Consulting" categories.

Maria T. Arroyo

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Cambridge, MA 02139 mtarroyo@post.harvard.edu

EDUCATION

Harvard University, Cambridge, MA
Ph.D. in Psychology, 2014; M.A. in Social Psychology, 2009
Relevant coursework: Behavioral Approaches to Decision-making & Negotiation and Entrepreneurial Finance

Dartmouth College, Hanover, NH
B.A., *magna cum laude*, high honors in Cognitive Science, 2005, Music minor, Phi Beta Kappa

NON-PROFIT EXPERIENCE

Boston Choral Ensemble, Boston, MA
President, 2010-2014, Treasurer, 2009-2013

- Stabilized the organization by substantially reducing costs by 30% through negotiations and barters, securing 501(c)(3) status, and establishing long-term development, marketing, and membership plans.
- Nurtured donor relationships and member involvement to increase community involvement.
- Restructured board from ad hoc to focused committees through intensive discussions with members.
- Managed monthly meetings and day-to-day functioning of 9 member all-volunteer board.

CONSULTING EXPERIENCE

Sensory Spectrum, Chatham, NJ
Statistical Analyst for Sensory Consulting Company, Summer 2010

- Contributed to rigorous measurements of sensory qualities of consumer products.
- Analyzed descriptive and consumer data with univariate and multivariate techniques to explain consumers' evaluations of clients' products from a sensory perspective.
- Interpreted consumer data in presentations and advertising claims for Fortune 500 clients.

TEACHING & RESEARCH EXPERIENCE

Harvard University, Cambridge, MA
Teaching Assistant, 2009-2014

- Taught statistics for ~70 psychology graduate students (awarded teaching certificate of distinction)
- Lead debates in practice of good psychological science (awarded teaching certificate of distinction)
- Taught social psychology for managers and policy analysts to ~30 students (Kennedy School of Government)

Graduate Research in Social and Cognitive Psychology, 2009-2014

- Designed and programmed original experiments on the border of social and cognitive psychology.
- Analyzed wide range of data: from psychophysical data to studies with over 32,000 respondents.
- Interpreted and summarized results for talks, poster presentations, and publication.

Princeton University, Princeton, NJ
Research Assistant in Social and Cognitive Psychology, 2005-2007

- Programmed, ran and analyzed visual attention and decision making experiments.
- Edited book chapters, articles, and editorials for Nobel-prize winner John Smith.
- Self-taught hardware and software problem solver for both Macintosh and Windows users.

SKILLS

Software: Proficient in SPSS, MS Office, MatLab, internet research. Experience with C++, ClarisDraw, Dreamweaver, EndNote, HTML, Java, Perl, Photoshop, PsyScope, SAS, and Systat.
Languages: Strong comprehension of French and Italian.

ISAAC T. ABRAHAM

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000 Anywhere Ave.
Marlborough, MA 02000
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EDUCATION

Ph.D., Biology, Harvard University, Cambridge, MA, expected May 2015
Thesis research with Dr. Thomas White entitled "Novel regulators of the essential tubulin-like bacterial cell division protein FtsZ." Completed coursework in gene expression and cell cycle regulation, genomic analysis, developmental biology, and neurobiology. Earned honorable mention in the Howard Hughes Medical Institute's 2004 competition for Predoctoral Fellowships in Biological Sciences.

B.S., Microbiology and Molecular Genetics, University of California, Los Angeles, 2008
Summa cum laude, member Phi Beta Kappa. Honors thesis research with Dr. Robert Stader entitled "RNA binding activity of the essential GTPase Era in *Escherichia coli*."

RESEARCH EXPERIENCE

Graduate Researcher, Harvard University, Cambridge, MA, 2010-Present
Discovered and characterized peptide inhibitors of an essential bacterial division protein called FtsZ. Utilized techniques in molecular biology, genetics, recombinant protein expression and purification, biochemistry, and fluorescence microscopy. Presented work at professional conferences including two Boston Bacterial Meetings, the 2007 New England Spores Conference, and the 2008 Meeting on Molecular Genetics of Bacteria and Phages.

Research Associate, **University of California, Los Angeles,** 2008 - 2009
Executed independent research in a bacterial genetics laboratory to examine effectors of start codon discrimination during translation initiation in the bacterium *Escherichia coli*. Collaborated closely with graduate students, postdoctoral associates, and faculty. Maintained daily records in an organized fashion. Mentored undergraduate students conducting short-term projects.

Research Assistant, University of California, Los Angeles, 2006
Assisted graduate students and postdoctoral associates studying novel therapeutic agents to treat insulin-dependent diabetes mellitus in mice. Performed intraperitoneal injections to deliver experimental compounds and placebos to test mice over a six month period. Maintained mouse colonies.

LEADERSHIP EXPERIENCE

Co-Founder and Partner: "X-Cell", Harvard University, Cambridge, MA, June 2014 - Present
Developed a game-based approach to teach science at the undergraduate level to be demonstrated in a core Cell Biology course during the spring of 2015. Recruited and currently managing a team of over 35 staff who produce game content, web and multimedia components, and graphic design elements. Conduct interviews with students and teaching staff, devise questionnaires, and collect data on students' performance to assess effectiveness of X-Cell as a teaching tool.

Teaching Fellow, Harvard University, Cambridge, MA, 2011 - 2014
Supervised junior teaching fellows and consulted with senior staff to devise and formulate novel curriculum. Presented fundamental concepts, methods of data analysis, and test-taking strategies in a required undergraduate Molecular Biology course. Wrote summaries, outlines, and exam questions. Graded student assignments and exams.

PROFESSIONAL DEVELOPMENT

Participant: Business Management Study Group, Harvard University, 2014
Analyzed seminal business case studies in strategic planning, technology & operations management, and marketing. Explored and assessed each case through weekly discussions led by faculty of the Harvard Business School.

Member: Harvard Biotechnology Club, Harvard University, 2014 - Present
Attended lectures, presentations, and career events focused on business and biotechnology

PUBLICATIONS

1. Abraham, I.T. and White, T.J. A novel peptide inhibitor of the tubulin-like bacterial cell division protein FtsZ. *In preparation.*

2. Abraham, I.T., Malavai, V.Y., Robertson, S.A., Guerco, F.J., and Knight, G.F. The solution structure of the bacterial cell division protein, ZapA, and the identification of amino acid residues essential for its function. *Submitted.*

3. Richardson, B.H., Abraham, I.T., Zhang, D.K., Liu, V., Smith, M., Ritai, S.Y., Skylar, E.L., Itarson, P.E., and Stader, R.W. (2008) The widely conserved Era G-protein contains an RNA-binding domain required for Era function in vivo. *Molecular Microbiology*. **33:**1118-31.

This document is more of a hybrid between an academic CV and a business resume. In applying for Technology Specialist positions at Patent Law firms, Isaac recognized the importance of presenting his academic credentials and accomplishments as a scientist. As such, he has maintained the traditional "Research Experience" section but he presents his teaching experience in a form that may be more relevant to patent law, emphasizing the leadership components of these experiences. He includes a "Professional Development" section that he would not have included in an academic CV. Isaac includes his publications, but chose not to include full citations for his conference presentations, though he certainly could have done so. References are not included for a nonacademic job.