Women in Technology: Career Options Beyond Research

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My Non-Research Roles

- DARPA
  - Program Manager for Information Survivability
    - Developed and managed a $45M/yr research program on system security and survivability
    - Develop, guide, and nurture a research community
    - Show results through commercialization and transition to DoD
    - Began developing a $100M/yr multi-agency research program in High Confidence Systems
  - Assistant Director for Distributed Systems in the Information Technology Office
    - Manage, guide, and mentor other program managers
    - Manage office-wide special activities

DARPA

Challenges	Opportunities
Steering a community in a new direction	Creating new research areas
Selling the idea; getting/maintaining funding	Influencing agency directions
Conflicts with other agencies	Influencing other agency directions

- How I got the job: Personal networking
- Why I wanted the job
  - To foster research in a role where I could have greater influence
- Accomplishments
  - Concept of system survivability as a research area
  - New funding opportunities for security research
  - Survivability and high confidence systems as major research themes of the federal government

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DARPA

– Personal growth

- Established my reputation on a wider stage

- Wealth of personal contacts

- New skills

– Lessons learned / advice

- This is a job that will create new career opportunities

- For someone who is ready to make larger impact than you can as an individual investigator

- *More than anything, you need:*
    - *a vision*
    - *an overriding commitment*
    - *ability to communicate the vision*
    - *ability to inspire a corresponding commitment*

My Non-Research Roles

- SRI International
  - Associate Director of the Computer Science Lab
    - Developing new research areas in distributing computing
    - Recruiting and obtaining funding
    - Planning for technology commercialization
  - Program Director for Secure Systems
    - Directed a research group that did computer security research and developed several technology protoypes (secure database systems and intrusion detection systems)

SRI International

Challenges	Opportunities
Growing a research group	Producing more results that I could as an individual investigator
Selling our ideas; obtaining funding	Having influence in a wider community

– How I got the job: Personal networking

– Why I wanted the job: To work with first-rate researchers

– Accomplishments

- Created the first secure database system with extremely fine-grained access control; some concepts were used in commercial DBMSs

- Was instrumental in defining the directions of the database research community

- Created the first intrusion detection system, which was the impetus to start this field

SRI International

- Personal growth
  - Established my reputation in computer security
  - Community building
  - Contacts
  - Skills
- Lessons learned / advice
  - I was greatly assisted by a mentor and a few extremely good technical folks
  - Advancement was through demonstrated team-building and fundraising abilities
  - I was basically my own small business: there was no management there who felt it was their mission to help me succeed

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My Non-Research Roles

- *Data Security Letter*
  - **VERY** small publishing business (spare time)
  - High-priced newsletter reporting on computer security research
  - I co-founded the business with a partner, whom I later bought out
  - I served as editor, then editor and publisher (as well as principal contributor, bookkeeper, etc.)
  - I later sold the business

- Why I did it: To work with a proven entrepreneur and technical achiever

- Personal growth
  - Established my reputation among businesses and governments
  - New skills
  - Many business lessons learned