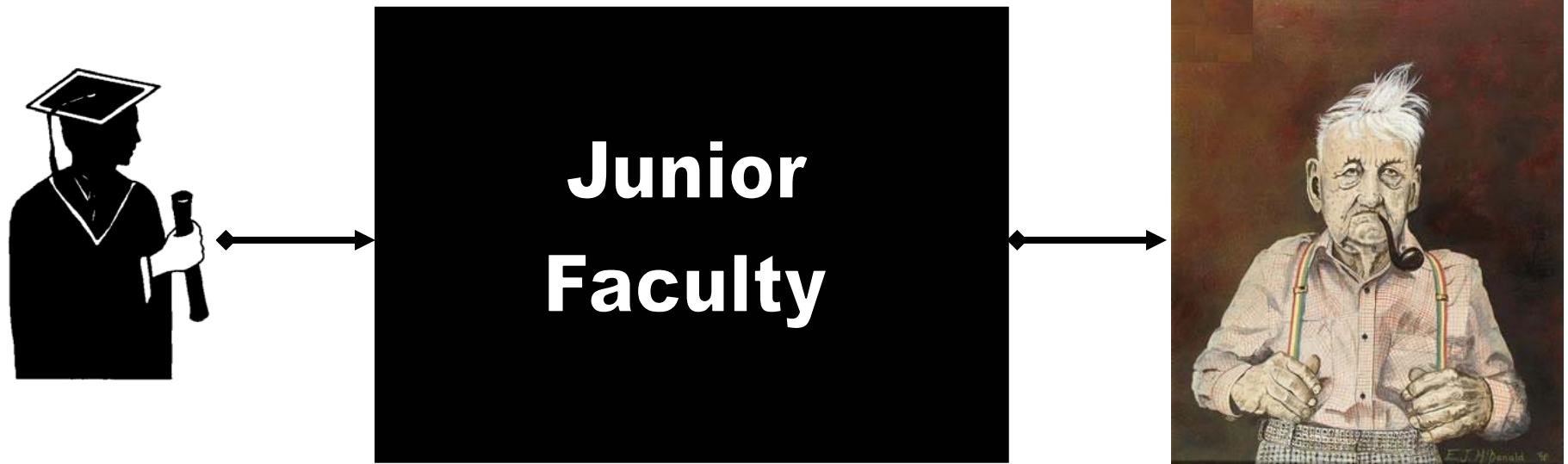


*A View from the Trenches**



** Perhaps immature, not very enlightening, even unhelpful, but completely true*

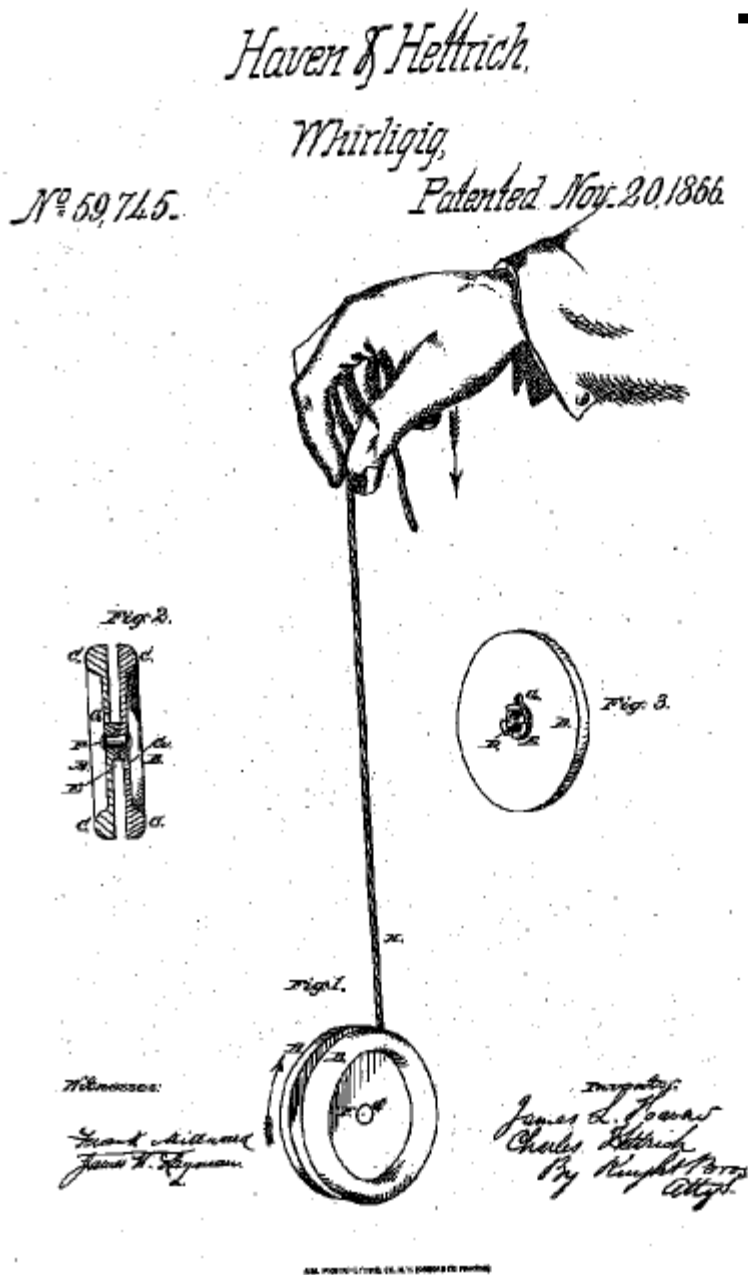
The Process for Getting Promoted







The Emotional Yo-yo



- ← The reference architecture
- The system is heartburn-compliant
 - Psychologists tell us it's not good for our longevity
 - the highs or the lows
 - Remind yourself that it's the long-term picture that counts
 - this can be very hard
 - especially if nobody will tell you how much is enough

My ICSE paper
got in!





My ESEC/FSE
paper got in!





My TSE and
TOSEM papers
both got in!





I got a big grant!





My ICSE paper
got in!





My ESEC/FSE
paper got in!





My TSE and
TOSEM papers
both got in!





I got a big grant!





My ICSE paper
got in!





My ESEC/FSE
paper got in!





My TSE and
TOSEM papers
both got in!





I got a big grant!





My ICSE paper
got in!





My ESEC/FSE
paper got in!





My TSE and
TOSEM papers
both got in!





I got a big grant!





I GOT
PROMOTED!!!





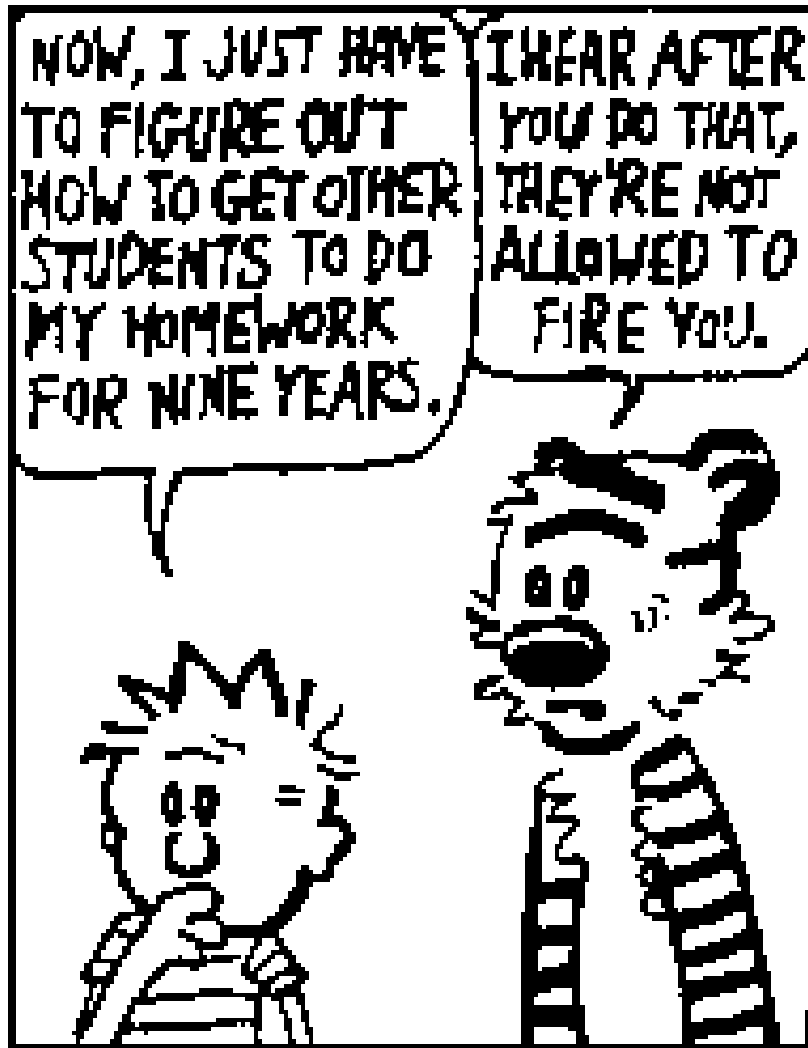
Where We All Get Burned

- **Advising** – who picks whom
- **Teaching** – be good, but not don't let it consume you
- **Service** – be a good citizen, but don't let it consume you
- **Curriculum development** – not more than necessary
- **Research and publishing** – yes, lots, in right places
- **Funding** – striking the right balance, managing projects
- **Taking risks** – yes and no
- **Living in your department** – do they know what you do?
- **Mismatched expectations**

Solutions?

- The fun is in the process
- Get advice, get advice, get advice
- Get advice
- Learn
- Observe
- Don't panic
- Don't forget why you're doing this
 - Why are you doing this?

Expectations, Worries, Preoccupations, Impressions



NOW, I JUST HAVE
TO FIGURE OUT
HOW TO GET OTHER
STUDENTS TO DO
MY HOMEWORK
FOR NINE YEARS.

I HEAR AFTER
YOU DO THAT,
THEY'RE NOT
ALLOWED TO
FIRE YOU.