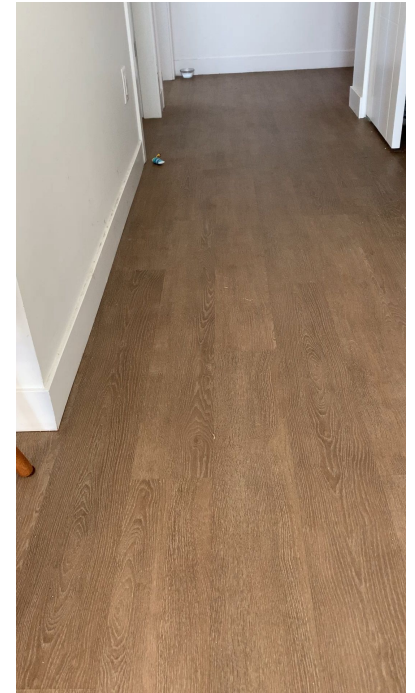


Building Your 3-legged Stool

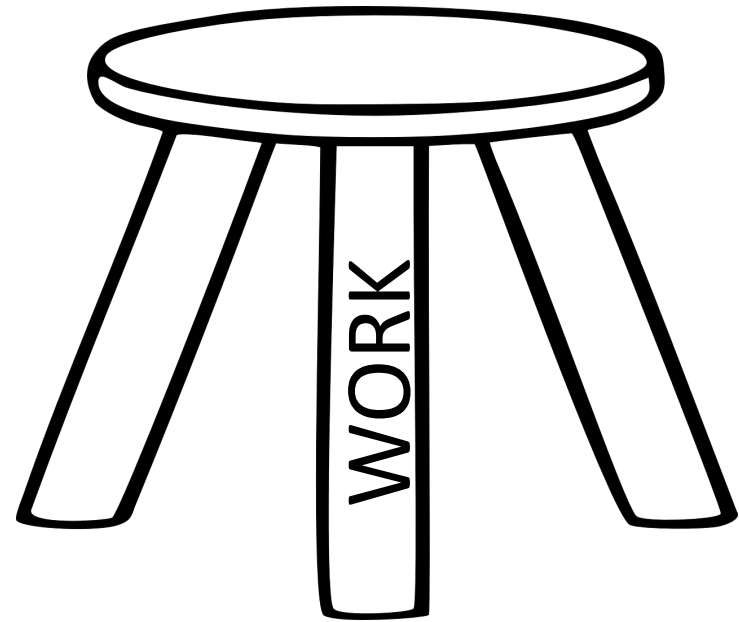


SYSTOPIA

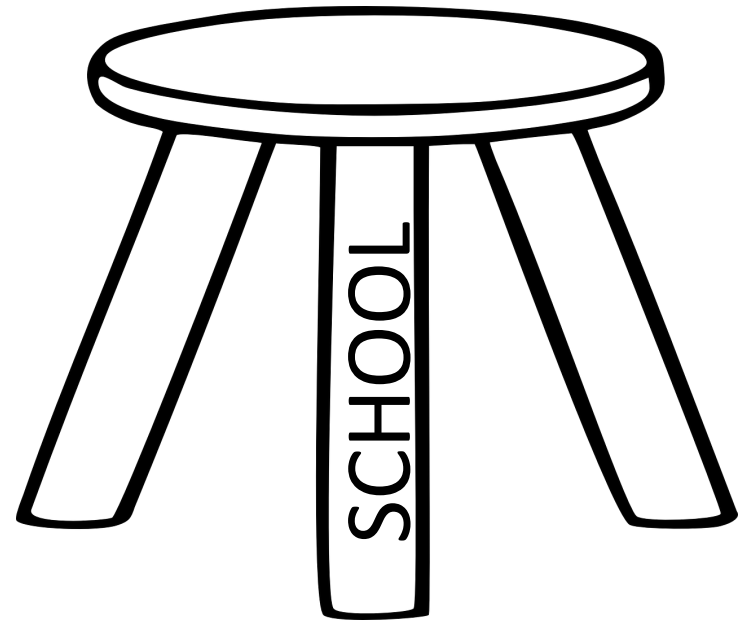


April 2023

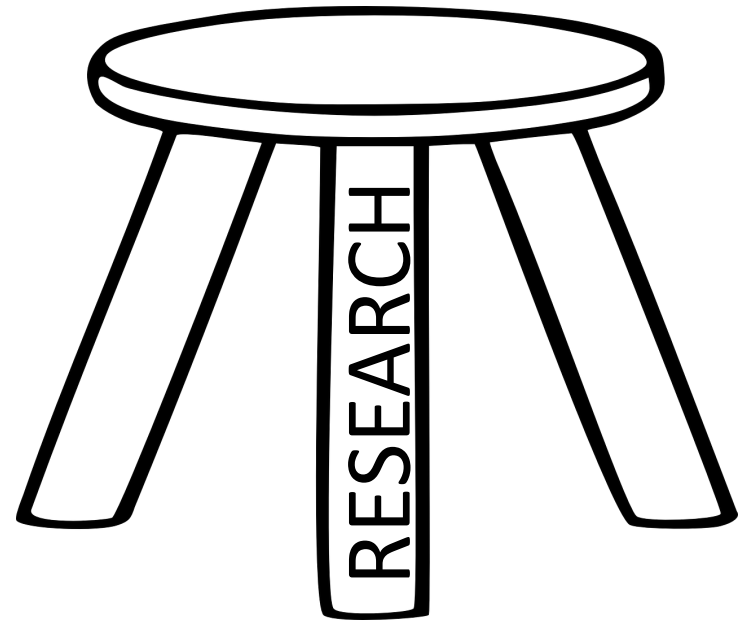
The Theory of the 3-legged Stool



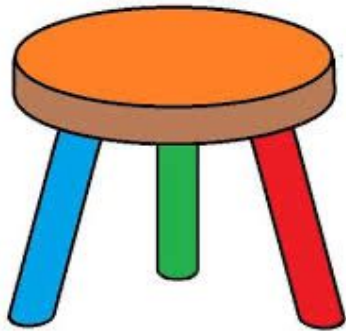
The Theory of the 3-legged Stool



The Theory of the 3-legged Stool



Generations of three-legged Stools



Graduate
School



Pre-Tenure

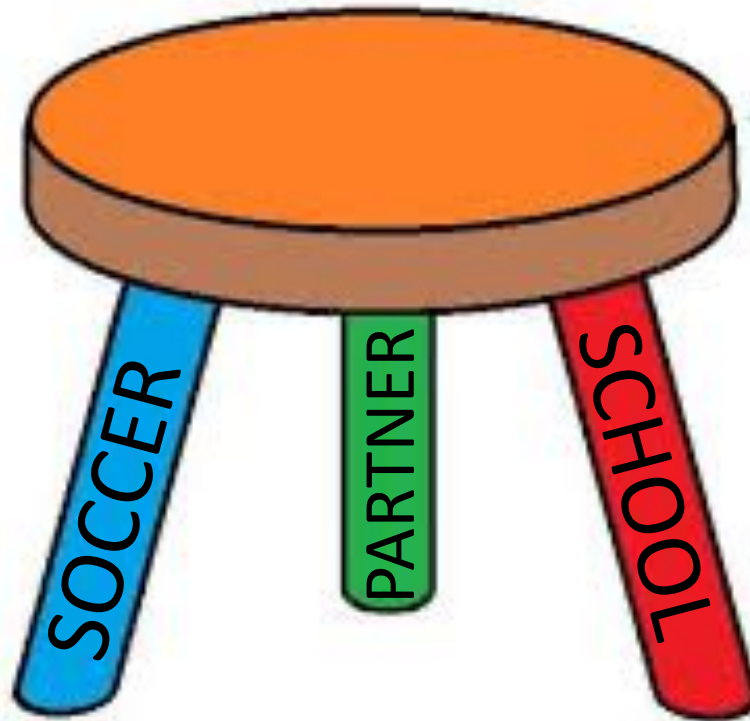


Tenured
(Harvard)



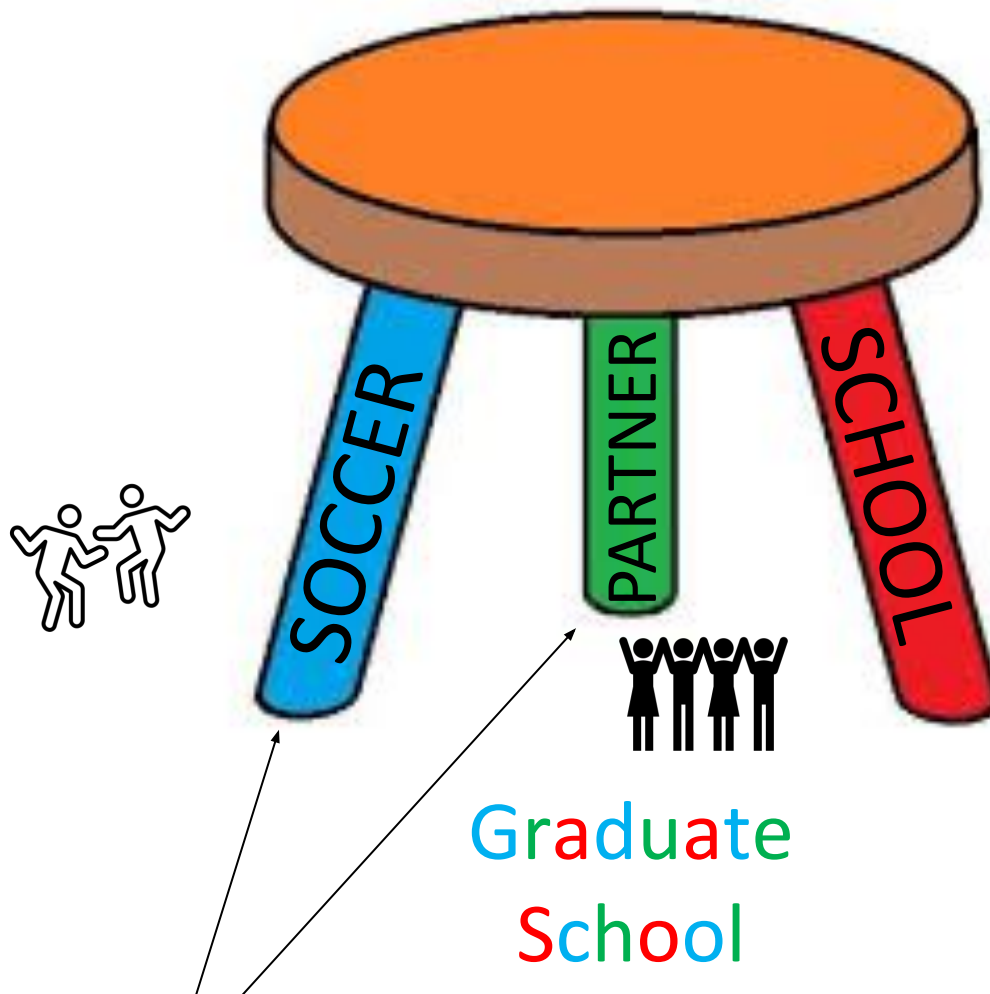
Tenured
(UBC)

Graduate School



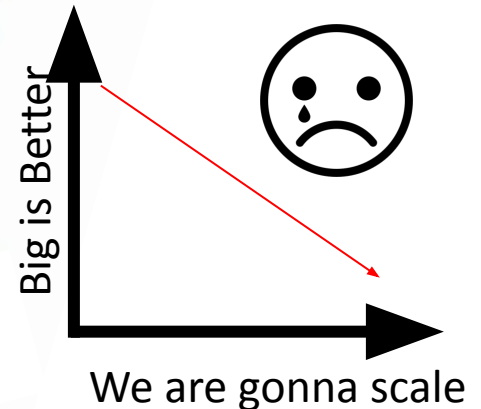
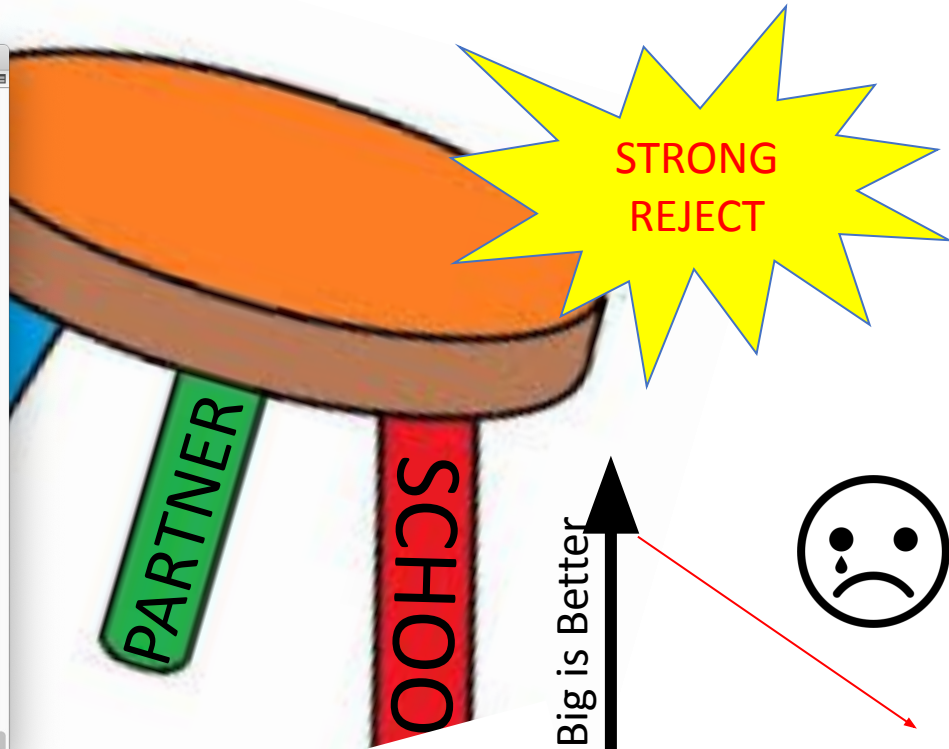
Graduate
School

Graduate School



Graduate School

```
Terminal — tcsh — 80x36
MyNextPublication.c:49:3: error: redefinition of 'sum' with a different type:
'int' vs 'long'
MyNextPublication.c:21:8: note: previous definition is here
long sum, leftsum = LONG_MIN, rightsum = LONG_MIN;
^
MyNextPublication.c:49:20: error: use of undeclared identifier 'size'
sum = maxsa(mid, size - half, &sub_start, &sub_end);
^
MyNextPublication.c:49:27: error: use of undeclared identifier 'half'
sum = maxsa(mid, size - half, &sub_start, &sub_end);
^
MyNextPublication.c:50:3: error: expected identifier or '('
if (sum > bestsum) {
^
MyNextPublication.c:56:10: error: expected parameter declarator
printf("Returning val %ld from %ld to %ld\n", bestsum, **sa_start, **sa_end);
^
MyNextPublication.c:56:10: error: expected ')'
MyNextPublication.c:56:9: note: to match this '('
printf("Returning val %ld from %ld to %ld\n", bestsum, **sa_start, **sa_end);
^
MyNextPublication.c:56:3: warning: type specifier missing, defaults to 'int'
[-Wimplicit-int]
printf("Returning val %ld from %ld to %ld\n", bestsum, **sa_start, **sa_end);
^
fatal error: too many errors emitted, stopping now [-ferror-limit=]
3 warnings and 20 errors generated.
make: *** [MyNextPublication] Error 1
MyDissertationResearch: fg
vi MyNextPublication.c
MyDissertationResearch: !m
make MyNextPublication
cc MyNextPublication.c -o MyNextPublication
MyDissertationResearch: ./MyNextPublication
Segmentation fault
MyDissertationResearch: █
```



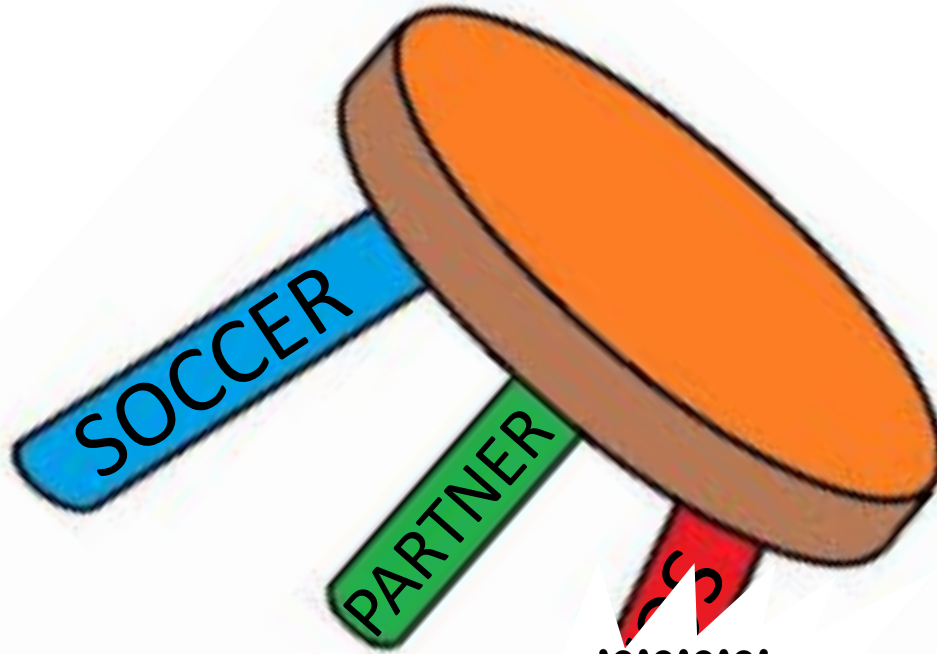
Graduate
School



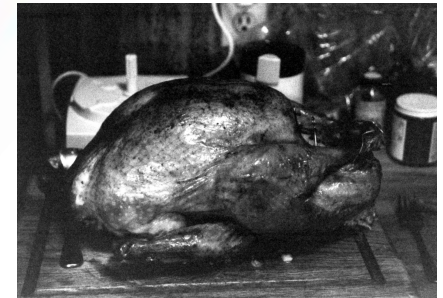
CRA-WP

Computing Research Association
Widening Participation

Graduate School



Graduate
School



What your CV Doesn't Say

presenter CV sample here



Applying for Faculty Jobs

Oh, all powerful advisor, here are the list of places to which I'm applying (11 schools/2 research labs)

You do realize that the expected number of offers from this list is approximately 0.



Applying for Faculty Jobs

Oh, all powerful advisor, here are the list of places to which I'm applying (11 schools/2 research labs)

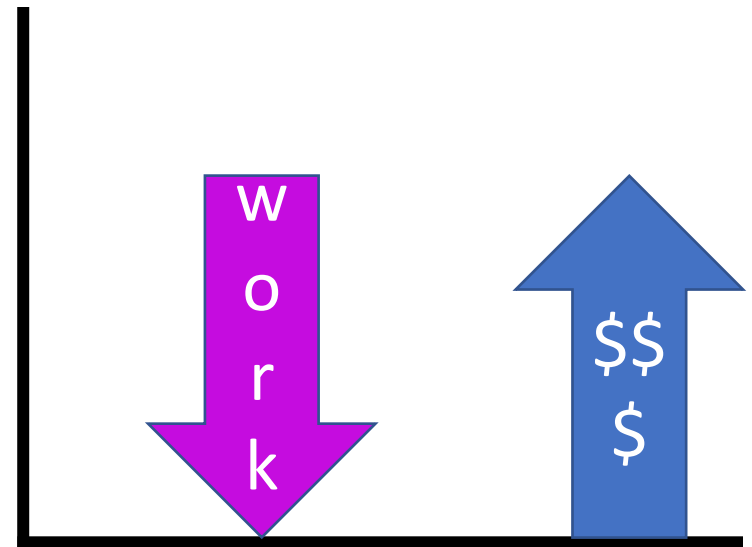
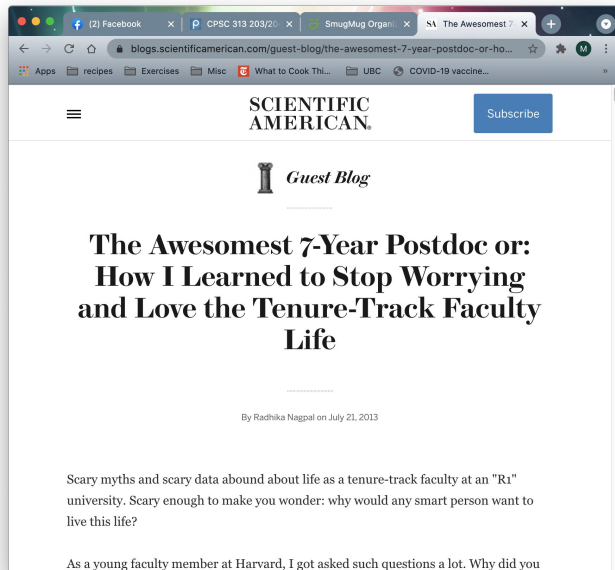
You do realize that the expected number of offers from this list is approximately 0.

I can always get a programming job.

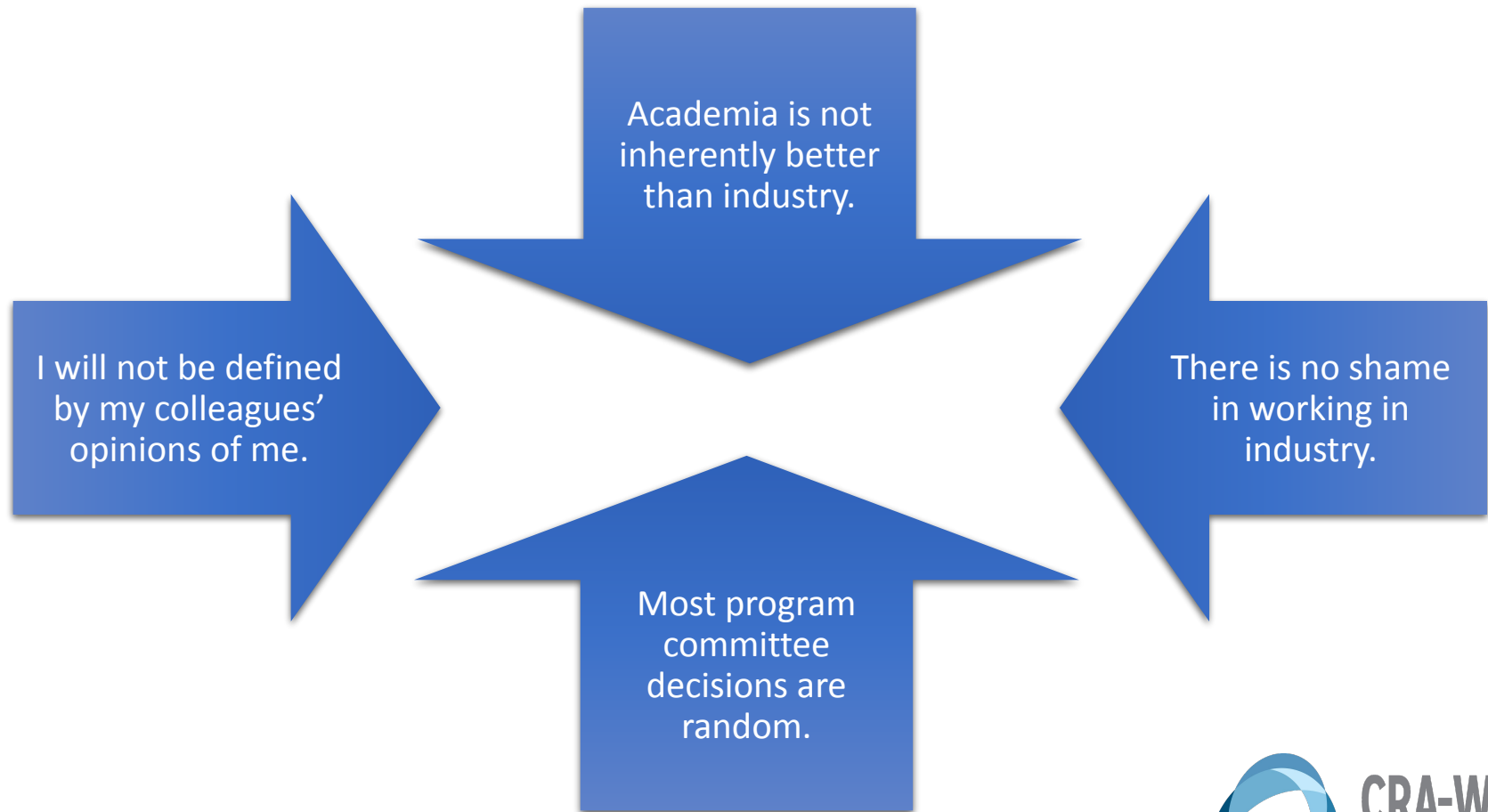
Pre-Tenure



A Digression: Framing is Everything



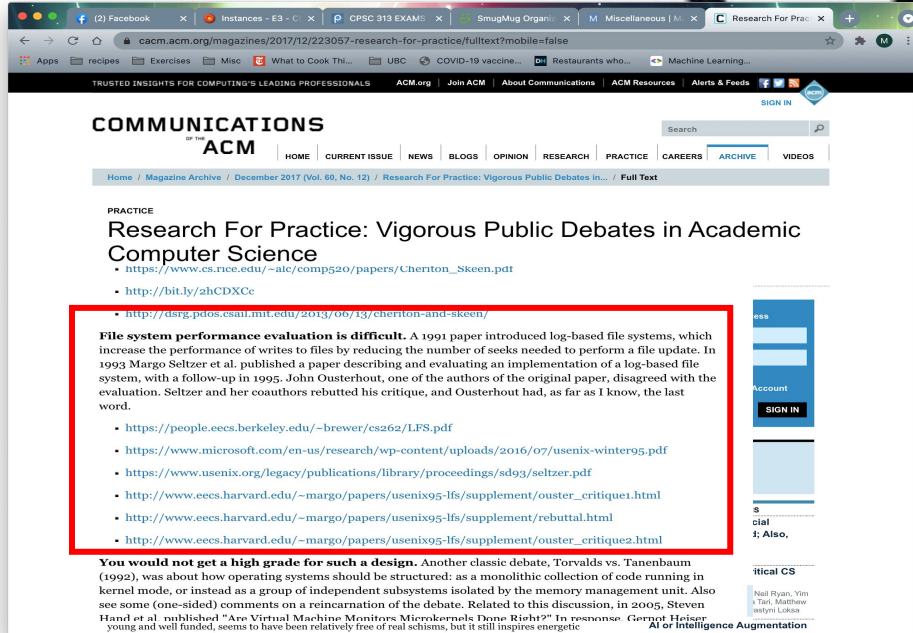
My Anti-Belief System



The image is a composite. In the background, there is a black umbrella. Overlaid on the left is a screenshot of a web browser. The browser's address bar shows 'Research for Practice'. The page has a navigation bar with 'ACM Resources', 'Alerts & Feeds', and social media icons. Below this is a search bar and a 'SIGN IN' button. The main content area has tabs for 'PRACTICE', 'CAREERS', 'ARCHIVE', and 'VIDEOS'. The 'ARCHIVE' tab is selected. Below the tabs, there is a list of search results. A red box highlights the first two results: 'critique1.html' and 'critique2.html'. Overlaid on the right is a large red word 'Soccer' written diagonally.



Pre-Tenure Wobbly Legs



The screenshot shows the ACM Communications website. The main heading is "COMMUNICATIONS OF THE ACM". Below it, there's a navigation bar with links like HOME, CURRENT ISSUE, NEWS, BLOGS, OPINION, RESEARCH, PRACTICE, CAREERS, ARCHIVE, and VIDEOS. The page is titled "Research For Practice: Vigorous Public Debates in Academic Computer Science". A list of links is provided, with the first one highlighted in a red box: <https://people.eecs.berkeley.edu/~brewer/cs262/LFS.pdf>. Other links include <https://www.microsoft.com/en-us/research/wp-content/uploads/2016/07/usenix-winter95.pdf>, <https://www.usenix.org/legacy/publications/library/proceedings/sd93/seltzer.pdf>, http://www.eecs.harvard.edu/~margo/papers/usenix95-lfs/supplement/ouster_critique1.html, <http://www.eecs.harvard.edu/~margo/papers/usenix95-lfs/supplement/rebuttal.html>, and http://www.eecs.harvard.edu/~margo/papers/usenix95-lfs/supplement/ouster_critique2.html. Below the links, there's a paragraph starting with "You would not get a high grade for such a design. Another classic debate, Torvalds vs. Tanenbaum (1992), was about how operating systems should be structured: as a monolithic collection of code running in kernel mode, or instead as a group of independent subsystems isolated by the memory management unit. Also see some (one-sided) comments on a reincarnation of the debate. Related to this discussion, in 2005, Steven Hand et al. published 'Are Virtual Machine Monitors Microkernels Done Right?' In response, Gordon Heiger, young and well funded, seems to have been relatively free of real schisms, but it still inspires energetic".

1 In June of 1997, Margo Seltzer and Aaron Brown published a paper in
2 Sigmetrics called "Operating System Benchmarking in the Wake of Lmbench:
3 A Case Study of the Performance of NetBSD on the Intel x86 Architecture".
4

5
6 This papers claims to have found flaws in the original lmbench work.
7 With the exception of one bug, which we have of course fixed, we find
8 the claims inaccurate, misleading, and petty. We don't understand
9 what appears to be a pointless attack on something that has obviously
10 helped many researchers and industry people alike. lmbench was warmly
11 received and is widely used and referenced. We stand firmly behind the
12 work and results of the original benchmark. We continue to improve and
13 extend the benchmark. Our focus continues to be on providing a useful,
14 accurate, portable benchmark suite that is widely used. As always, we
15 welcome constructive feedback.
16

Soccer



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Pre-Tenure: Recovering



Pre-Tenure: Another Wobbly Leg



Systems Research, Construed Broadly



Margo Seltzer
Canada 150 Research Chair in Computer Systems
University of British Columbia

Pre-Tenure: Blowing up the stool entirely

1997

2000



Post Tenure (**Harvard**)



Post Tenure



Post Tenure



Post Tenure



Post Tenure

MISinformation

The sequel to the MISinformation newsletters

Long ago (1988) I moved to Berkeley and started sending a monthly "newsletter" to my Boston friends. When I returned to Boston (1993), I continued the tradition for about five more years (or until I had realized that I was actually blogging. Each newsletter contained anywhere from a few to several articles. I've been silent for the past decade or so, I've decided to resume these activities. Don't expect me to focus on what I find entertaining or amusing and perhaps sometimes informative. V

Monday, February 4, 2013

CS161: One Woman's Adventure with a Flipped Classroom



BUA Head of School Advisory Board

The BUA Head of School Advisory Board is a group composed of current parents, alumni, past parents, and experts from beyond the school community. The purview of the Advisory Board is to provide advice and counsel to the Head of School. The group does not have governance roles or responsibilities. Members foster community engagement, provide philanthropic leadership, discuss strategic priorities, and help represent BUA within the larger university environment. Members are selected by the Head of School in consultation with the chair(s) of the Advisory Board. The BUA Head of School Advisory Board is sanctioned by the Provost of Boston University, as are each of BU's advisory boards.* For more information, please [contact Margo Cox](#), assistant director of institutional advancement.

April 2023



We go beyond
so they will.



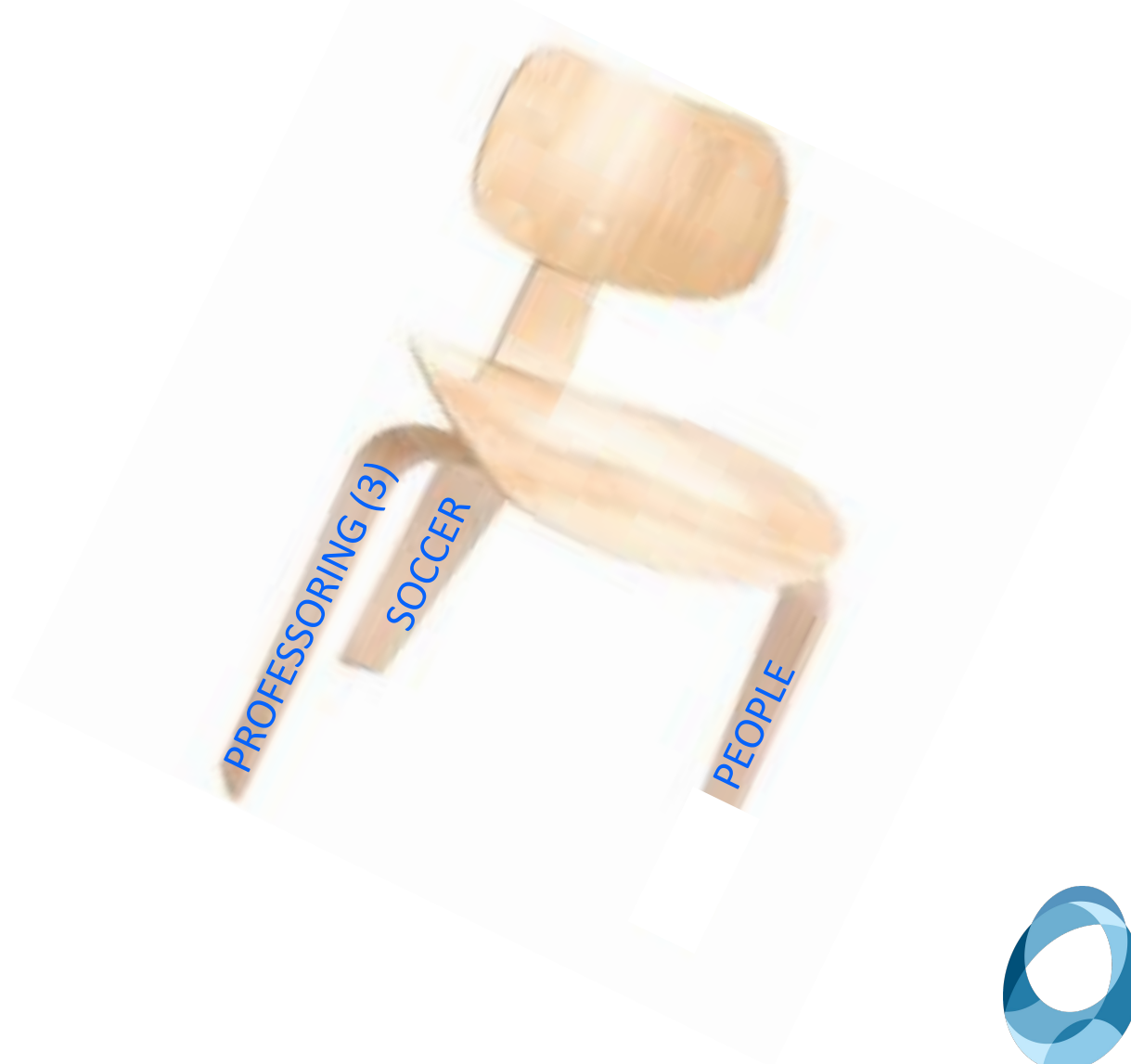
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Changing Countries:



Post Tenure



April 2023



CRA-WP

Computing Research Association
Widening Participation

Post Tenure:



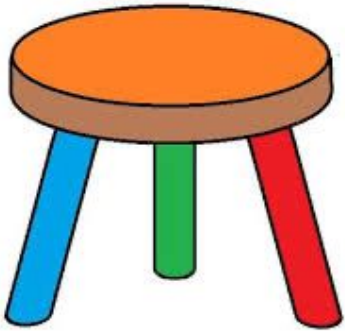
April 2023



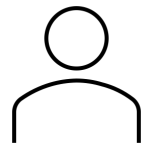
CRA-WP

Computing Research Association
Widening Participation

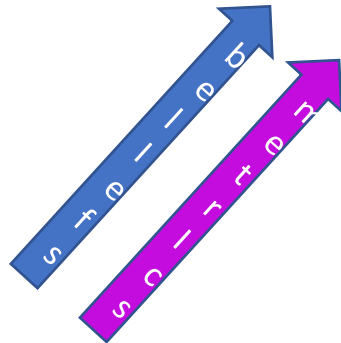
Takeaways



Graduate
School



!=



CRA-WP

Computing Research Association
Widening Participation

My Team (or at least most of it)