Planning Your Path Through Academia

Pascal Bercher

School of Computing, Intelligent Systems Cluster
The Australian National University

At ICAPS Launchpad November 9, 2025



Some Reflections – Based on my Path



About the Speaker, in a Nutshell

Who am I?

Some planning researcher.

Why do I speak here?

 Most likely because I was attending ICAPS and available today. :) (and maybe since I published with one of the organizers)



About the Speaker, in a Nutshell

Who am I?

Some planning researcher.

Why do I speak here?

- Most likely because I was attending ICAPS and available today. :) (and maybe since I published with one of the organizers)
- Maybe because I have a good ICAPS/AAAI/IJCAI/KR/ECAI track-record (and sometimes even got lucky with awards)



About the Speaker, in a Nutshell

Who am I?

Some planning researcher.

Why do I speak here?

- Most likely because I was attending ICAPS and available today. :) (and maybe since I published with one of the organizers)
- Maybe because I have a good ICAPS/AAAI/IJCAI/KR/ECAI track-record (and sometimes even got lucky with awards)
- Probably because I have lots of student supervision experience (see later) and love giving/sharing advice.
- → This doesn't mean I know what I am talking about, but maybe some of the advice is still helpful for some...
- → Slides are made available online (to look up some ideas).



Research Directions:

- Algorithm and heuristic design (solve problems quickly)
- Computational Complexity Analyses

times (cross product)

- Solving (mostly hierarchical) planning problems
- Modeling Support (how to repair incorrect models?)



Research Directions:

- Algorithm and heuristic design (solve problems quickly)
- Computational Complexity Analyses

times (cross product)

- Solving (mostly hierarchical) planning problems
- Modeling Support (how to repair incorrect models?)

Research output statistics, highlights:

 several conference publications per year, usually ≥ 1 per PhD ICAPSUAAAIUIJCAIUKRUECAI (though only impact should matter, not the amount; but until you get a position, the amount counts, too...)



Research Directions:

Some Reflections - Based on my Path

- Algorithm and heuristic design (solve problems quickly)
- Computational

times (cross product

- Solving (mostly
- Modeling Supp

Research output sta

ICAPSUAAAIU not the amount

Take-away messages?

Theory: Usually,

- gets accepted much easier.
- much less work to get done.
- gets fewer citations.

several confere Practice: Usually.

- much harder to get accepted,
- much more work,
- gets much more citations.

(Doesn't mean you should pick your work based on these observations.)



Research Directions:

- Algorithm and heuristic design (solve problems quickly)
- Computational Complexity Analyses

times (cross product)

- Solving (mostly hierarchical) planning problems
- Modeling Support (how to repair incorrect models?)

Research output statistics, highlights:

- several conference publications per year, usually ≥ 1 per PhD ICAPSUAAAIUIJCAIUKRUECAI (though only impact should matter, not the amount; but until you get a position, the amount counts, too...)
- recently hit > 400 citations per year! :) (also not the best indicator, depends on many factors, and can be played)
- A few [best [undergrad*] [student*] paper awards]+ (might be a function of output frequency? So, nothing to "aim for")





ICAPS∪AAAI∪IJGAI∪KH∪EGAI (though only impact should matter, not the amount; but until you get a position, the amount counts, too...)

- recently hit > 400 citations per year! :) (also not the best indicator, depends on many factors, and can be played)
- A few [best [undergrad*] [student*] paper awards]⁺
 (might be a function of output frequency? So, nothing to "aim for")









Take-away messages?

- Being a scientist if fun! :)
- Success (often) largely depends on colleagues! Create a network early! (ICAPS is great for that!)
- Don't aim for anything, other than good research. Success comes over time.

GAI (though only impact should matter, get a position, the amount counts, too...) er year! :) (also not the best indicator, d can be played)

 A few [best [undergrad*] [student*] paper awards]+ (might be a function of output frequency? So, nothing to "aim for")





Some Reflections – Based on my Path

Course convening/teaching:

- I tutored throughout all studies and PhD,
- and now convene 1 to 2 courses per year.



Some Reflections - Based on my Path

Course convening/teaching:

- I tutored throughout all studies and PhD,
- and now convene 1 to 2 courses per year.

Take-away messages?

- Teaching is the best way of understanding a topic!
- Do it!! But don't sacrifice too much time. You can still create the best material once you have tenure... First, you need to get it.



Course convening/teaching:

- I tutored throughout all studies and PhD,
- and now convene 1 to 2 courses per year.

Supervision:

- I supervised > 50 research projects,
- and 8 PhD students, 2 already graduated.



Some Reflections - Based on my Path

Course convening/teaching:

- I tutored throughout a
- and now convene 1 to

Supervision:

- I supervised > 50 res
- and 8 PhD students.

Take-away messages?

Start early with supervision. Why?

- I still have to learn. :(After 50...
- Improves soft skills!
- You get more work done (sometimes).
- Discussions generate ideas.
- Appreciation is rewarding. :)



Service



Some Reflections – Based on my Path

Service: Reviewing

Some Reflections - Based on my Path

My review service:

- (Senior) Program Committee (=PC/SPC) Member, (Sub)reviewer
- Too many to list!! But roughly:
 - Since 2012, 3 years into PhD (too late !!).
 - By now: at least 6 venues per year, plus journals.
 - Approx. 10 to 20 papers each year.



Service: Reviewing

Some Reflections - Based on my Path

My review service:

- (Senior) Program Committee (=PC/SPC) Member, (Sub)reviewer
- Too many to list!! But roughly:
 - Since 2012, 3 years into PhD (too late !!).
 - By now: at least 6 venues per year, plus journals.
 - Approx. 10 to 20 papers each year.

Notes about reviewing:

It generates ideas!



Some Reflections - Based on my Path

My review service:

- (Senior) Program Committee (=PC/SPC) Member, (Sub)reviewer
- Too many to list!! But roughly:
 - Since 2012, 3 years into PhD (too late !!).
 - By now: at least 6 venues per year, plus journals.
 - Approx. 10 to 20 papers each year.

- It generates ideas!
- You learn how to write papers!(!!)
 - You experience "the other side".
 - You see the comments by the other reviewers.



Some Reflections - Based on my Path

My review service:

- (Senior) Program Committee (=PC/SPC) Member, (Sub)reviewer
- Too many to list!! But roughly:
 - Since 2012, 3 years into PhD (too late !!).
 - By now: at least 6 venues per year, plus journals.
 - Approx. 10 to 20 papers each year.

Notes about reviewing:

- It generates ideas!
- You learn how to write papers!(!!)
 - You experience "the other side".
 - You see the comments by the other reviewers.
- You become part of a community. Give back to the community!



Pascal Bercher

Service: Reviewing

Some Reflections - Based on my Path

My review service:

- (Senior) Program Committee (=PC/SPC) Member, (Sub)reviewer
- Too many to list!! But roughly:
 - Since 2012, 3 years into PhD (too late !!).
 - By now: at least 6 venues per year, plus journals.
 - Approx. 10 to 20 papers each year.

- It generates ideas!
- You learn how to write papers!(!!)
 - You experience "the other side".
 - You see the comments by the other reviewers.
- You become part of a community. Give back to the community!
- Don't wait until you are invited; reach out to workshop organizers (i.e., start with those). Let your supervisor check your reviews!



Service: Reviewing

My review service:

- (Senior) Program Committee (=PC/SPC) Member, (Sub)reviewer
- Too many to list!! But roughly:
 - Since 2012, 3 years into PhD (too late !!).
 - By now: at least 6 venues per year, plus journals.
 - Approx. 10 to 20 papers each year.

- It generates ideas!
- You learn how to write papers!(!!)
 - You experience "the other side".
 - You see the comments by the other reviewers.
- You become part of a community. Give back to the community!
- Don't wait until you are invited; reach out to workshop organizers (i.e., start with those). Let your supervisor check your reviews!
- You'll find presentations on reviewing advice online.



Some Reflections - Based on my Path

My review service:

- (Senior) Program Committee (=PC/SPC) Member, (Sub)reviewer
- Too many to list!! But roughly:
 - Since 2012, 3 year

 - Approx. 10 to 20

By now: at least d Take-away messages?

- DO IT! DO IT! DO IT!!!!
- "Make this happen"

- It generates ideas!
- You learn how to write papers!(!!)
 - You experience "the other side".
 - You see the comments by the other reviewers.
- You become part of a community. Give back to the community!
- Don't wait until you are invited; reach out to workshop organizers (i.e., start with those). Let your supervisor check your reviews!
- You'll find presentations on reviewing advice online.



Service: Others...

Some Reflections - Based on my Path

There's more you can do, e.g.,

- being a guest editor
- co-organization of workshop or other events
- maybe something University-internal? (Ask around!)

Usually, not before one even started a PhD...:) So, this is more "mid-PhD advice"

But if organizing events is something you enjoy, these opportunities might be a reason to do a PhD.





University Pascal Bercher

Define (your envisioned) Success

What does success mean for you? // Do **not** ignore this question!!

- Is it getting a tenured position?
- Does it mean many citations? (Not a good measure/goal!)
- Does it mean good *teaching*? (Did you think of certificates?)
- Who says you need many research projects? (That's more work!)



Define (your envisioned) Success

What does success mean for you? // Do **not** ignore this question!!

- Is it getting a tenured position?
- Does it mean many citations? (Not a good measure/goal!)
- Does it mean good *teaching*? (Did you think of certificates?)
- Who says you need many research projects? (That's more work!)
- Maybe a family? More sports? Learn an instrument? (And thus a few papers less per year? Might be worth it...)
- → Never neglect your (mental) health! Both your PhD (and career in general) should be fun!
 - The **journey** is the destination! // in particular for academics // since there will *always* be another paper!



Define Success, Reality-check

YOUR LIFE AMBITION - What Happened??



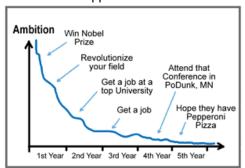
WWW.PHDCOMICS.COM



Define Success, Reality-check

YOUR LIFE AMBITION - What Happened??





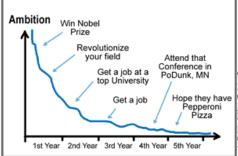
WWW. PHDCOMICS. COM



Define Success, Reality-check

YOUR LIFE AMBITION - What Happened??







WWW.PHDCOMICS.COM

The following circle denotes all of mankind's knowledge.



This graphic is adapted from:

"The Illustrated Guide to a Ph.D." by Matt Might.

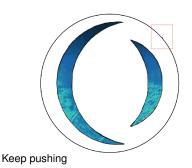
Original work available at:

http://matt.might.net/articles/phd-school-in-pictures/ Licensed under CC BY-NC 2.5.



What does a PhD (or Researchin General) mean?

The following circle denotes all of mankind's knowledge.



This graphic is adapted from:

"The Illustrated Guide to a Ph.D." by Matt Might.

Original work available at:

http://matt.might.net/articles/phd-school-in-pictures/ Licensed under CC BY-NC 2.5.

And the bulge is your PhD/career contribution. (And that's enough!)



Topic Selection

How to select research directions?

• What's the "big picture impact"? What would a non-expert say? (My first DECRA grant proposal was rejected: Not ambitious enough, not enough impact. So, I changed the topic...)



Topic Selection

How to select research directions?

- What's the "big picture impact"? What would a non-expert say?
 (My first DECRA grant proposal was rejected: Not ambitious enough, not enough impact. So, I changed the topic...)
- "Do what only you can do" or "Do what you do best".
 (credited to several sources; not sure who said it first...)
 - → If somebody else can do your work, why bother?



How to select research directions?

- What's the "big picture impact"? What would a non-expert say?
 (My first DECRA grant proposal was rejected: Not ambitious enough, not enough impact. So, I changed the topic...)
- "Do what only you can do" or "Do what you do best".
 (credited to several sources; not sure who said it first...)
 - → If somebody else can do your work, why bother?*
 *Well... Sometimes, there are arguments, e.g., quick papers.



Topic Selection

How to select research directions?

- What's the "big picture impact"? What would a non-expert say?
 (My first DECRA grant proposal was rejected: Not ambitious enough, not enough impact. So, I changed the topic...)
- "Do what only you can do" or "Do what you do best".
 (credited to several sources; not sure who said it first...)
 - \rightarrow If somebody else can do your work, why bother?* *Well... Sometimes, there are arguments, e.g., quick papers.
- Do what you love (even if your supervisor doesn't like it*).
 *Have a conversation, and do what has to be done.
 - ightarrow If you are passionate, you are more likely to succeed.



Better (Or more?) Papers



Helmert's Law of Two

There are two kinds of papers:

those that do not appear particularly novel

Malte Helmert (2023)



Helmert's Law of Two

There are two kinds of papers:

- those that do not appear particularly novel
- and those that did not perform sufficient literature research.

Malte Helmert (2023)



Helmert's Law of Two

There are two kinds of papers:

- those that do not appear particularly novel
- and those that did not perform sufficient literature research.

Malte Helmert (2023)

Better (Or more?) Papers



Helmert's Law of Two

There are two kinds of papers:

- those that do not appear particularly novel
- and those that did not perform sufficient literature research.

Malte Helmert (2023)

Better (Or more?) Papers

So ... How to see what you don't even expect to exist?

Reviewing !! !! !!



Helmert's Law of Two

There are two kinds of papers:

- those that do not appear particularly novel
- and those that did not perform sufficient literature research.
 - Malte Helmert (2023)

Better (Or more?) Papers

So ... How to see what you don't even expect to exist?

Reviewing !! !! !! !! !! !! !! !! 11 !!



Helmert's Law of Two

There are two kinds of papers:

- those that do not appear particularly novel
- and those that did not perform sufficient literature research.
 - Malte Helmert (2023)

Better (Or more?) Papers

- Reviewing !! !! !! !! !! !! !! !! 11 !!
- Have a strong network.



Helmert's Law of Two

There are two kinds of papers:

- those that do not appear particularly novel
- and those that did not perform sufficient literature research.
 - Malte Helmert (2023)

Better (Or more?) Papers

- Reviewing !! !! !! !! !! !! !! !! 11 !!
- Have a strong network.
 - Collaborate with (strong) people with (slightly) different focus: They might see something that you don't.



Helmert's Law of Two

There are two kinds of papers:

- those that do not appear particularly novel
- and those that did not perform sufficient literature research.

Malte Helmert (2023)

Better (Or more?) Papers

- Reviewing !! !! !! !! !! !! !! !! 11 !!
- Have a strong network.
 - Collaborate with (strong) people with (slightly) different focus: They might see something that you don't.
 - Collaboration might start non-scientifically (organization!)



Helmert's Law of Two

There are two kinds of papers:

- those that do not appear particularly novel
- and those that did not perform sufficient literature research.

Malte Helmert (2023)

Better (Or more?) Papers

- Reviewing !! !! !! !! !! !! !! !! 11 !!
- Have a strong network.
 - Collaborate with (strong) people with (slightly) different focus: They might see something that you don't.
 - Collaboration might start non-scientifically (organization!)
 - If you collaborate on a paper: Discuss author order early. Do not assume all are happy just because they are silent.



- Take part in Doctoral Consortiums:
 - Check those conferences that you submit to, anyway.
 - Are there cheap alternatives? E.g., "close" conferences?



- Take part in Doctoral Consortiums:
 - Check those conferences that you submit to, anyway.
 - Are there cheap alternatives? E.g., "close" conferences?
- Take part in summer (winter?) schools!



- Take part in Doctoral Consortiums:
 - Check those conferences that you submit to, anyway.
 - Are there cheap alternatives? E.g., "close" conferences?
- Take part in summer (winter?) schools!
 - Don't know any? Search & ask around!



- Take part in Doctoral Consortiums:
 - Check those conferences that you submit to, anyway.
 - Are there cheap alternatives? E.g., "close" conferences?
- Take part in summer (winter?) schools!
 - Don't know any? Search & ask around!
 - (We just had one ending Friday!)



- Take part in Doctoral Consortiums:
 - Check those conferences that you submit to, anyway.
 - Are there cheap alternatives? E.g., "close" conferences?
- Take part in summer (winter?) schools!
 - Don't know any? Search & ask around!
 - (We just had one ending Friday!)
- Collaborate. Research stays at other universities?





Some important Observations Time Management:

Hofstadter's Law

It always takes longer than you expect, even when you take into account Hofstadter's Law.

— Douglas Hofstadter (1979)



Time Management: Some important Observations

Hofstadter's Law

It always takes longer than you expect, even when you take into account Hofstadter's Law.

— Douglas Hofstadter (1979)

And closely related:

// or maybe its root cause?



Time Management: Some important Observations

Hofstadter's Law

It always takes longer than you expect, even when you take into account Hofstadter's Law.

— Douglas Hofstadter (1979)

Better (Or more?) Papers

And closely related:

// or maybe its root cause?

Parkinson's Law

Work expands so as to fill the time available for its completion.

— C. Northcote Parkinson (1955)



Time Management: Some important Observations

Hofstadter's Law

It always takes longer than you expect, even when you take into account F

Take-away messages?

r (1979)

Time required isn't a consequence, time "required" is a choice.

And close

Parkins

Set *tight* deadlines, you get done more! (= Literally more publications!)

cause?

Work expands so as to fill the time available for its completion.

— C. Northcote Parkinson (1955)

Better (Or more?) Papers



Pascal Bercher

Why submitting (non-finished?) work to workshops helps:

It implements Parkinson's Law: You have an earlier deadline. (Submit to workshop first, then improved follow-up to conference.)



Time Management: Submit to Workshops

Why submitting (non-finished?) work to workshops helps:

It implements Parkinson's Law: You have an earlier deadline. (Submit to workshop first, then improved follow-up to conference.)

- You get additional feedback for your improved follow-up paper:
 - Same reviewer + there was no critique: good on 'ya!
 - Same reviewer + critique: he/she will be happy (if addressed)!



Submit to Workshops Time Management:

Why submitting (non-finished?) work to workshops helps:

It implements Parkinson's Law: You have an earlier deadline. (Submit to workshop first, then improved follow-up to conference.)

- You get additional feedback for your improved follow-up paper:
 - Same reviewer + there was no critique: good on 'ya!
 - Same reviewer + critique: he/she will be happy (if addressed)!
- You will create a presentation and discuss it at the workshop: That creates further ideas! (For improvements or follow-ups.) Remember from earlier: teaching makes you *really* understand – even your own work!



Concluding Remarks



If you are not yet a PhD student, you might wonder:

Should I do a PhD or go to Industry?

- Should I join the ICAPS community or a different one?
- Which supervisor to pick?

Which topic to pick? (Should I listen to my supervisor?)



If you are not yet a PhD student, you might wonder:

- Should I do a PhD or go to Industry? They are not exclusive! You can do a PhD first. But then, make sure your topics isn't too distant.
- Should I join the ICAPS community or a different one?
- Which supervisor to pick?

Which topic to pick? (Should I listen to my supervisor?)



If you are not yet a PhD student, you might wonder:

- Should I do a PhD or go to Industry? They are not exclusive! You can do a PhD first. But then, make sure your topics isn't too distant.
- Should I join the ICAPS community or a different one? Hopefully, that's not a question: ICAPS is the best community! :)
- Which supervisor to pick?

Which topic to pick? (Should I listen to my supervisor?)



If you are not yet a PhD student, you might wonder:

- Should I do a PhD or go to Industry? They are not exclusive! You can do a PhD first. But then, make sure your topics isn't too distant.
- Should I join the ICAPS community or a different one? Hopefully, that's not a question: ICAPS is the best community! :)
- Which supervisor to pick? He/she should respect you and take time for supervision. Envisioned topics should align. My Number 1 rule: If you do what you love, your will be the most successful version of yourself!
- Which topic to pick? (Should I listen to my supervisor?)

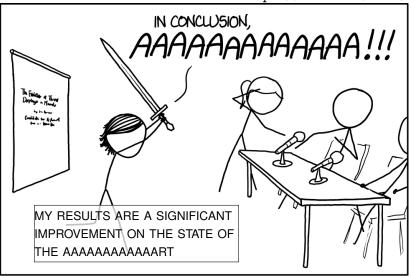


If you are not yet a PhD student, you might wonder:

- Should I do a PhD or go to Industry? They are not exclusive! You can do a PhD first. But then, make sure your topics isn't too distant.
- Should I join the ICAPS community or a different one? Hopefully, that's not a question: ICAPS is the best community! :)
- Which supervisor to pick? He/she should respect you and take time for supervision. Envisioned topics should align. My Number 1 rule: If you do what you love, your will be the most successful version of yourself!
- Which topic to pick? (Should I listen to my supervisor?) See above. And tell your supervisor early when you are not happy. Remind him/her about rule 1.



https://xkcd.com/1403/

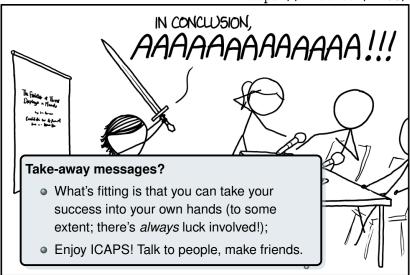


THE BEST THESIS DEFENSE IS A GOOD THESIS OFFENSE.



Conclusion

https://xkcd.com/1403/



THE BEST THESIS DEFENSE IS A GOOD THESIS OFFENSE.



For self-study:

- You find these slides on https://bercher.net (navigate to Service > Academia > Invited Talks)
- Check out https://phdcomics.com/ (check out Read the 200 Most Popular Comics)
- Check out https://xkcd.com/
- You can google a lot of valuable advice yourself, e.g.,
 - How to be a good reviewer
 - Paper writing advice
 - How to give good talks
- Many conferences record their talks, e.g.,
 - tutorials
 - invited talks
 - → Search on YouTube and check out their webpages
- Didn't have time to cover the Dunning-Kruger effect. :(Look into it if interested in self-improvement.

There are *tons* of entertaining YouTube videos on it.





For self-study:

- You find these slides on https://bercher.net (navigate to Service > Academia > Invited Talks)
- Check out https://phdcomics.com/ (check out Read the 200 Most Popular Comics)
- Check out https://xkcd.com/
- You can google a lot of valuable advice yourself, e.g.,
 - How to be a good reviewer
 - Paper writing advice
 - How to give good talks
- Many conferences record their talks, e.g.,
 - tutorials
 - invited talks
 - → Search on YouTube and check out their webpages
- Didn't have time to cover the Dunning-Kruger effect. :(Look into it if interested in self-improvement.

There are *tons* of entertaining YouTube videos on it.



