

COMMERCE IS NOT SCHOOL

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From Management

The mini-review receives an A- for project performance and B for review performance. The A- is due to lack of publications on a basic research contract (although some are in progress--let's get them out!). The B is due to incorrect talk format.

The only action is to compare tightness of representation, speed of answering various queries, etc.

My reply

Two items:

1. I appreciate your "grades", since I see them as a structured method of communicating information. Others to whom I have talked, however, are too close to the trauma of schooling to receive *grades* in a positive manner. They see them as non-professional, insulting, and repugnant. Perhaps you should consider other methods of communicating information. In a more refined vein, I do not know the scale upon which your grades are anchored, thus their information content is decreased. From the perspective of grad school, a B- means *fail*. From the perspective of high school, a B- is quite good.
2. I appreciate your encouragement to publish the results. Some information might help you to understand why this has not happened yet.

I have communicated the results to several professionals for evaluation. The reception has been cool, which is historically consistent for this kind of work. Premature publication will jeopardize acceptance of both the theory and the implementation. It is imperative that I have a demonstrable improvement over traditional methods, as you have suggested by questions of comparison and timing results. Publication must await these results, which are dependent on the completion of the parallel implementation. My own development schedule has been slowed by the transfer from linear representations to networks.

Also, I am not in a rush, having grown with this research for almost ten years. My priority is to do it right, not just to do it. This will require continued support. Although I perceive the support informally, the extent to which the company is willing to move my work off of the blackboard is lately unclear to me. My funding is running low, and my allocation is plunging

toward no further work. Yes, several projects have expressed interest, but recent developments send strong signals that I will be doing mostly other stuff. For me, the issue is delicate. I feel strongly that, during this phase of my professional career, I must be doing what I do best. My work is too pregnant with promising results to be abandoned, both by myself and by the Company. I won't be changing my focus, I have much more than recent work invested in the project. I hope the Company has the wisdom to do likewise.