



# “WOW”

## ICSE's

# Window On the World

Wednesday, May 22

Volume 8, Issue 1



Orlando World Center Marriott  
Orlando, Florida, USA  
2002 May 19-25

### Conference Opens

#### Long Days Programmed!

By Hal Hart (TRW), WOW Editor



Today everything starts, or “starts all over” for those of you attending tutorials or workshops the past two days! ICSE now shifts into

full conference mode composed of renowned keynoters, high quality technical papers attested by rigorous refereeing, and all kinds of opportunities for you to network and learn from hundreds like yourself dedicated to advancing the profession of software engineering. The conference kicks off with the opening plenary session at 9am today featuring keynoter Jim Cassell’s speaking on IT as a foundation for transition to the new economy, followed by the 11am awards session. Then, starting this afternoon you’re confronted with the tough decisions about which of 4 concurrent technical tracks to attend – study and mark your Final Program!

Today’s WOW is jam-packed with reviews of Tuesday sessions (*and a restaurant*), Buenos Aires reminisces, a great interview with organizers (*pioneers?*) of the Software Engineering Economics tutorial and related workshop, a new WOW quiz and a survey, and more.

To recharge your batteries after the big day, don’t forget tonight’s reception (*menu includes marinated cheese, cubed fresh fruits, pumpernickel crostini, artichoke heart with parmesan, beef teriyaki kabobs, conch fritters with remoulade, & pasta stations*) and Jazz session at 7pm.

And to work that off, meet behind the pool Thursday by 6:15am for the 30-minute walk/jog/run. *-H<sup>2</sup>*

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### New Keynoter Question-Asking Protocol

By Debora Weber-Wulff (FHTW Berlin)

Questions for the daily keynote speakers will be posed in a new manner at ICSE 2002. There are volunteers posted around the room that will take your written questions. The chair will collate, sort, and ask the questions for the 20-30 minute discussion sections. This procedure will both give the timid a chance to ask questions anonymously, as well as keep off-topic fights to a minimum.

Paper is available at every seat; legible handwriting would be greatly appreciated! Signing your name is optional.

### Thought for the Day

“I think software is inherently deep and simple. The research community doesn’t nurture that. Researchers nurture shallow and complicated.”

*-Mister (Fred) Rogers,  
paraphrased by H<sup>2</sup>*

### Weather Forecast

#### Today: Partly Cloudy

High: 28 C (82 F)

Low: 18 C (65 F)

#### Tomorrow: Scattered Showers

High: 29 C (83 F)

Low: 17 C (63 F)



### Interview with the ICSE General Chair: Will Tracz

By “WOW”

WOW: ICSE has a solid, decades-long success record as one of ACM’s largest conferences, right?

WILL: Well, there are several larger ACM conferences, but ICSE, I believe, is quality over quantity.

WOW: How do you and your predecessors keep doing it, keep such a high level of relevance?

WILL: We don’t do anything really, the field is maturing and experience is broadening – besides, we live in interesting times. I must admit, we (ICSE) are suffering some of the same fate that mainframes were rumored to suffer when PCs came along. That is, many specialized software conferences are getting more general and diluting the customer base of a general software conference. But ICSE remains the most prestigious of software conferences from an academic stature. (continued on p. 6)

## “Cry for Me, Argentina”

By Jane Pryor

(UNICEN, Tandil, Argentina)

Here's a report from WOW's original Regional Liaison for ICSE 2002.



Buenos Aires, a cosmopolitan city of over ten million inhabitants with its European atmosphere and architecture, may be a disappointment for those travellers with expectations of a more indigenous South American city.

One's first impression upon landing in Buenos Aires is that of a massive urban sprawl on completely flat terrain, running alongside the estuary of the Río de la Plata with its horizon of light brown water. Parisian town houses built at the beginning of the 20<sup>th</sup> century by the rich land-owning families on tree-lined avenues contrast with modern skyscrapers along the waterfront – built during the 80's and 90's when foreign capital flooded Argentina and the city bustled with economic activity.

Despite the collapse of what today appears to have been a “castle of cards” as an Argentine would say, the true wealth of this country still remains: the cultural diversity and high intellect of its people, and the natural riches and unspoiled beauty of its multiple regions.

Aesthetically and culturally, Buenos Aires is a fascinating city to visit today. For a foreign visitor the one big difference with respect to previous “prosperous” times is the exchange rate – everything is now far cheaper! So what sightseeing could we do?

Visiting Tigre, the Paraná river delta in the Northern outskirts, is a morning tourist highlight. For a dollar we

would take a wooden launch that acts as public transport for the island dwellers, and be taken around the winding little rivers that appear to tunnel through the overpowering green vegetation, viewing the many different coloured houses on stilts and their old wooden piers. At the end of this tour we visit the thriving outdoor market on the docks and buy fresh fruit and vegetables grown on the islands, or different goods woven from the delta grasses. A 45-minute train ride takes us back to the city centre, with a chance to view suburban Buenos Aires with houses of multiple styles, and where grocery shopping can still be done at the corner store and children cycle to school.

The Coliseum Theatre offers free classical music concerts at midday, such as the one given by the Mozart Ensemble of Vienna, here for a recent visit. Hungry? A 1-pound steak from pampas roaming cattle with a serving of salad or french fries, accompanied by a delicious Argentine red wine from grapes harvested on the slopes of the Andes costs under ten dollars.

A walk around Plaza de Mayo, visiting the Casa Rosada – the “Pink House”, home of the president –, the Cathedral of Buenos Aires with its neoclassical facade, and roaming around the foundational district of the city with its narrow cobbled streets and low colonial buildings – among them the original site of the University of Buenos Aires dating from 1820 –, to the San Telmo district with its many antique houses. Wandering down Avenida de Mayo towards the Congressional building – reminiscent of the US Congress –, the wide pavements house outdoor cafés and offer a good perspective of the French style hotels and apartment buildings with their tall stuccoed windows and ornate iron balconies.

For museum lovers, Buenos Aires will definitely not disappoint: art, history, design, music, photography, crafts, natural science, even one on street organs. Of the most well known and traditional, the Museo Nacional de Bellas Artes has a significant collection of 19<sup>th</sup> and 20<sup>th</sup> century

paintings and sculptures. The newly built Malba exhibits a wide variety of modern Latin American art. The Errazuriz Palace, a fine example of French neoclassical architecture, houses the National Museum of Decorative Art, with a resident collection of antique furniture, artefacts and tapestries, and is currently hosting an exhibition on Australian Aborigine Art.

A must for foreigners is a stroll round Buenos Aires' unique Recoleta Cemetery, where past generations of traditional families lie in elaborate mausoleums of different architectural styles. Next to the cemetery and on the way to the Recoleta Cultural Centre, is the *Basílica del Pilar*, one of the city's oldest and most beautiful churches built in colonial style. The cultural centre hosts exhibitions of different Argentine artists in its many halls, and is always swarming with curious locals and tourists, who will always find an ample offering of traditional or modern, plastic or visual art.



In preparation for the evening's entertainment, one may tour the innards of the magnificent Colón Opera House extending over two acres above and below ground level, with its workshops where all that is used in a production is fabricated – costumes, wigs, shoes, scenery, props, etc. Its opera and ballet schools have been home to Argentina's many world-renowned singers, dancers and musicians.

Walking back to the hotel in time for a rest before evening, one could stroll into one of Buenos Aires' many bookstores and emulate a popular local past-time: check out new editions in whatever area of interest one may have or search for a bargain second-hand collector's item.

We've covered only a small sample of how we may have occupied our day in Buenos Aires, and the evening hasn't yet begun: Buenos Aires “porteños” are very active after dark and there is entertainment for all tastes.



**International Workshop on Global Software Development**

By Nigamanth Sridhar (Ohio State)

This one-day workshop on **Global Software Development** is a continuation of a successful series of past ICSE workshops entitled "Workshop(s) on Software Engineering on the Internet". The workshop was attended by a truly global set of participants from Australia, Canada, the Netherlands, India, Argentina, the US and more.

The workshop had twelve peer-reviewed papers that were presented in five sessions. Each session included two or three presentations followed by very lively and active discussions of the topics. Some of the important issues that were discussed in the workshop included problems relating to personal relationships among the people, process models, and the technologies used to implement the process models employed in software engineering projects spread across multiple sites across the world and across culture boundaries.

In fact, the discussions and issues were so interesting to the participants that the group had to extend the workshop into dinner, so the discussions could continue. *The food at dinner wasn't all that good, but the company was great!*



**Techie Humor**

**More Definitions From the Monday Morning Computer Guide** (cont. from issue 0)

**Fifth Generation:** A method of program maintenance even much worse than usual. See *maintenance*.

**Global:** A fault that permeates the whole system.

**Goto:** A method of leaving the current section of code with no means of ever returning, in order to enter a further section of code that you will now recall has not yet been written. See *dump*.

**Iteration:** See *iteration*.

**Interpreter:** A slow compiler. See *compiler*.

**Logic:** A formal and powerful method of explaining why the program doesn't work.

(more "definitions" tomorrow)

**SURVEY: How Many ICSE's Have You Attended? How Many "NOT"?**

*This is for everyone, not just the old-timer ICSE insiders!*

WOW is running a survey to find:

- (1) How many ICSE's the average conferee has attended; and
- (2) The person attending this year who last attended ICSE longest ago (i.e., *most years since your most recent ICSE if this isn't your first*).

Please drop a note with your name and either of the following 2 pieces of information in the WOW submission box at the registration desk, at the WOW Suite (room 21076), or email to [icsewow02@yahoo.com](mailto:icsewow02@yahoo.com) with message subject = "How Many."

- 1. Number of ICSE's attended: \_\_\_\_\_
- 2. Number of the last ICSE attended before 2002 (from list below; leave blank if this is your 1<sup>st</sup> ICSE): \_\_\_\_\_

The complete ICSE history:  
 ICSE-1: Washington, DC (1975)  
 ICSE-2: San Francisco, CA (1976)

- ICSE-3: Atlanta, GA (1978)
- ICSE-4: Munich, Germany (1979)
- ICSE-5: San Diego, CA (1981)
- ICSE-6: Tokyo, Japan (1982)
- ICSE-7: Orlando, FL (1984)
- ICSE-8: London, UK (1985)
- ICSE-9: Monterey, CA (1987)
- ICSE-10: Singapore (1988)
- ICSE-11: Pittsburgh, PA (1989)
- ICSE-12: Nice, France (1990)
- ICSE-13: Austin, TX (1991)
- ICSE-14: Melbourne, Australia (1992)
- ICSE-15: Baltimore, MD (1993)
- ICSE-16: Sorrento, Italy (1994)
- ICSE-17: Seattle, WA (1995)
- ICSE-18: Berlin, Germany (1996)
- ICSE-19: Boston, MA (1997)
- ICSE-20: Kyoto, Japan (April 1998)
- ICSE-21: Los Angeles, USA (May 1999)
- ICSE-22: Limerick, Ireland (June 2000)
- ICSE-23: Toronto, Canada (May 2001)

Entries are due 6pm Thurs. The results will be published in issue 3 of WOW on Fri.



**QUIZ: "ORLANDO" the Acronym Means?**

By WOW

COCOMO	EJB	VS
COM	CORBA	WOW
JNI	OO	J2EE
XP	MBASE	JXTA

Software engineers love acronyms. We seem to thrive on making up acronyms for everything we come across. Since you are away from work, and away from working your research into acronyms, here is an exercise that the WOW team would like to give you to keep you in touch with acronyms. Come up with a software engineering phrase for which

**ORLANDO**

is an acronym. Drop off your entries in the WOW submission box at the registration desk anytime. Or bring your entries up to the WOW press office at room 21076, or send email to [icsewow02@yahoo.com](mailto:icsewow02@yahoo.com)

*WOW is pleased to report that many-time WOW quiz winner Mary Shaw has agreed to retire from competition and serve as a judge this year. Now you all have a chance to win!*



### Geek Humor: *Wise Engineer*

An engineer took his son to a floodlit soccer match, and early on the lights failed, plunging the entire stadium into darkness. Stadium management had no clue what to do so they pleaded over the PA for anyone who could rescue the situation. The engineer called out "Everyone, put your arms in the air and wiggle your fingers." Sure enough, to everyone's amazement the stadium was again illuminated. "Dad," the very impressed boy asked, "how did you do that?" Easy," the father replied. "Old Chinese proverb: *Many Hands Make Light Work.*"

-Peter Finlay

### Summit on Software Engineering Education

By Debora Weber-Wulff  
(FHTW Berlin)

High above the other workshops and tutorials, the Summit on Software Engineering Education met on the 6<sup>th</sup> floor to discuss the Software Engineering volume of the "Computing Curriculum 2001". J. Barrie Thompson and Helen M. Edwards from the UK organized the summit, with Timothy C. Lethbridge from Canada giving the introduction to SEEK, the Software Engineering Education Knowledge set. This is a collection of 8 knowledge areas that hope to describe all that can and should be in a university program devoted to SE.

Discussion erupted immediately about definitions: what do we mean by units / courses / program(me)s and such. It would probably be easier to make up a new language, as all of these terms have multiple and conflicting definitions. Maybe we can just use mathematical notation...

In work sessions the group of 14 educators from 6 countries (or maybe 7, if we count Quebec by itself) looked at competency levels graduates should have for individual topics and tried to assign teaching hours needed

to accomplish this. Having a 56-hour work week for students as in Turkey seems to be the only solution for packing all this into a 3-year program.

We then looked for items missing from the knowledge areas by comparing them with existing programs. A big problem is the number of course hours in "off-topic" areas required for various political and historic reasons. If a core curriculum is to be found that is internationally acceptable, we will have to condense even more.

The objective is to prepare a report for mid 2003 - we have many milestones to reach before this is achieved.



### Extreme Nonsense: A Commentary

By Jason Hallstrom (Ohio State)

Of Tuesday's numerous tutorial offerings, one seemed particularly out-of-place at an *engineering* conference. The interloper under scrutiny, of course, is the tutorial entitled, 'Introduction to Agile Processes and Extreme Programming'. While the presenter was both engaging and well spoken, offering a tutorial on Extreme Programming at an academic conference is tantamount to offering a lumberjacking lesson at a woodcarver's convention.

For readers unfamiliar with the practice, the mention of *Extreme Programming* (XP) may conjure images of geeky programmers parachuting out of planes, laptops in tow. While no less silly, the actual discipline involves the constant iterative application of a dozen core practices that are intended to support XP's four core *values*: simplicity, communication, feedback, and courage. These practices are based, one way or another, on a series of disciplines identified as (so-called) best practice by the creator of XP, Kent Beck. Imagining the application intensity of each best practice as being

controlled by an adjustable knob with a scale of 1 to 10, XP receives its rather repellent name by cranking each knob up to eleven.

Some of the many mantras of an XP practitioner:

- ?? Coding software is a good thing; we should do it all the time.
- ?? Refactoring software is a good thing; we should do it all the time.
- ?? Comprehensively documenting code is a bad thing; we shouldn't waste our time.

And don't bother worrying about robustness; developers are obliged to implement *the simplest* code that meets *the current* requirements. Ignore quality today, because we can always try again tomorrow – a fundamental tenet of XP. Combined with the fact that every programmer is expected to have knowledge of the entire system, and must be allowed to modify any part of it at any time, it's no mystery why it's called Extreme Programming. It is extremely impractical as a discipline for developing quality software.

*So get out your axes, folks, we're off to do some woodcarving!*



### Finances and Outcomes: Are They Correlated?

By Jason Hallstrom (Ohio State)

Among the many concerns raised during the pre-conference workshops, one was strikingly non-technical, and certainly persistent. Discussed just above a whisper, the question on everyone's mind seemed to be, "How did the change of venue affect the conference budget this year?"

For folks unfamiliar with the ICSE venue change, the conference was originally to be held in Buenos Aires, Argentina. With Argentina's sudden economic collapse, however, the ICSE organizers understandably decided to move the conference to Orlando. Aside from the obvious organizational

headaches, the change in venue came at a substantial economic cost.

Unable to recoup their deposit from the hotel in Argentina, the committee *began* the Orlando planning at a loss of tens of thousands of dollars. And although the Marriott was gracious in allowing ICSE to reserve the meeting rooms on short notice, they required a substantial food and beverage purchase commitment. With bananas priced at nearly four-dollars each, the *F&B* budget more than doubled. The AV budget suffered a similar fate, with power-strips renting at fifteen-dollars per day – more than twice the cost of buying them! Combined with unanticipated shipping expenses, and a ninety-percent decrease in corporate sponsorship from last year, ICSE's financial situation has been less than optimal.

While the cyber-café (which would have cost more than the entire *F&B* budget) is noticeably absent, the ICSE organizers have done a marvelous job working with extremely scarce resources. With top-rate speakers, tasty snacks throughout the day, and a conference hotel surrounded by lush gardens and an eighteen-hole golf course, the budget problems are barely apparent. So for the rest of your stay here, enjoy the conference, and be sure to savor that banana!



## ***Interview with “Software Engineering” Economics Pioneers***

*By Yuanfang Cai (U. of Virginia)*

The field of software economics seeks to develop technical theories, guidelines and practices of software development based on sound, established and emerging models of

value and value-creation, in order to develop the relationship between software development and the maximization of the return on investment.

The promise of the field is that software development is an ongoing investment activity in which developers and managers continually make investment decisions requiring the expenditure of valuable resources, such as time, talent, and money. The overriding aim of which is to maximize added value for each participant.

ICSE had two opportunities for this topic before the main sessions:

### 1. Software Economics Tutorial (T3):

The goal of this tutorial was to expose the audience to this line of thinking and to introduce the tools pertinent to this pursuit. The morning session focused on fundamental valuation concepts as well as the economics of flexibility in technical and process-related choices. The afternoon session focused on business case development and case studies.

### 2. Software Economics Workshop (W7):

The goal of this workshop was to advance the theory and practice of software engineering by viewing them as value-seeking activities. Sources for theoretical insights and advances can be found in many quarters: finance, strategy, decision theory, game theory, politics, etc. This workshop brought together members of this diverse community and had interesting discussions on many open issues.

*WOW interviewed the organizers of T3 and W4:*

*WOW: Software Economics* by Barry is the best book in software economics area published in 1981. What do you think are the major achievements in the past 20 years?

*Barry Boehm (USC):* We have made progress from pure cost analysis to benefits evaluation. Also, during these years, a lot of organizations have been using existing models and strategic methods to improve productivity, such as Rational. These practices capture

precious experiences and test existing tools.

*Hakan Erdogmus (National Research Council):* There are now treatments and more emphasis on dynamic decision-making and strategic aspects. Methods such as real options can address these problems both at the design and at the project level.

**Geek Humor**  
***Ted Turner Virus:***  
Colorizes your  
monochrome monitor.

*David Notkin (U. of Washington):* From my point of view, our achievements focus on two aspects: First, we have increasing understanding of the difficulties of building software that can fit into business models. Second, we have developed broader interest in economics aspects, such as utility theory, options theory, etc.

*Mary Shaw (CMU):* As a practical model, COCOMO's internal structure is reflecting more and more accurately the economic structure of real industry projects, as we understand more and more through the years of practice.

*WOW:* The claimed intention of this research is to increase the economic value of software products. However, as we heard in the tutorial and in the workshop, most of what we are trying to do is to utilize economics theories for better software performance. We all know that better performance doesn't necessarily mean better economic value, and vice versa. Microsoft exemplifies this situation. So which level of “value” is this research going to serve?

*BB:* This research tries to map the technical properties to values and benefits, so that we are able to understand these relations.

*HE:* Quality propositions are not always necessarily value propositions, and the Microsoft case is a proof of that. This is why we need to link quality initiatives to value generation.

*DN:* We are aiming at helping people make better decisions in many software development levels, by providing sound theory foundations and theory models. People make decisions at many levels without even realizing that they are doing so. This research can help us make decisions explicitly and purposely, rather implicitly.

### Geek Humor

“Give us the benefit of your present thinking” really means “We’ll listen to what you have to say as long as it doesn’t interfere with what we’ve already decided to do.”

*WOW:* How would you teach students about software economics? As far as we have heard, most of these ideas, through promising and novel, have not yet been proved or evaluated. Is it okay to teach students these ideas?

*HE:* We could first teach basic economics, finance, and decision theory.

*Warren Harrison (Portland State):* We are now teaching software a management decision-making course.

*DN:* It is fine to teach senior undergraduates and graduate students in order to convince people that these theories are promising. It’s fine for us to provide just the rationale at this point. Actually, we can hardly evaluate many other things. If we wait until everything is soundly proven, the world would be in silence.

*MS:* Current practice is so bad. With new ways of thinking how to make better decisions, the new model can help us to think better than the real world does.

*Kevin Sullivan (UVA):* It’s okay to teach novel ideas without much evaluation so that we can stimulate new thoughts in this area.

*WOW:* In order to apply economics models to software engineering, we have to translate technical properties

to values. We know it’s hard. Can you provide guidelines that can help people actually make use of these theories?

*BB:* We have to get students to characterize the value functions from application environments.

*HE:* We should consider the consequences in a larger context, the ripple effect of the project, not immediate results, and then generate value from this standpoint.

*WH:* We teach our students to view software development as an investment activity.

*Rick Kazman (Software Engineering Institute):* It is difficult to quantify these technical properties. However, elicitations from stakeholders about value judgments would be helpful since they would be precise about what the quantities mean. Also we can use consistent scales on messy properties. Getting expertise from other related areas such as social science would also help.

*MS:* This is a young research area. At this point, we can build examples to illustrate the ways of transformation, and users can use these examples as models. In the near future, we expect better guidelines and models.

*WOW:* What is the future of this research area? Are we going to build new tools and models?

*BB:* Current tools are dealing mainly with cost and analysis. Future tools will incorporate benefits or the combination of benefits and costs.

*WH:* We are going to put some of the tools into operation. Actually, we are doing an investigation for NASA IV&V.

*RK:* Education and awareness will be among the purposes in the near future.

*DN:* Building tools should be part of future research, and the validation of these tools should be tested through practice.

*WOW found this enjoyable interview session to be a fabulous enhancement to having taken the tutorial and*

*workshop. Thanks to all interviewees for your cooperation and patience!*



### Interview with ICSE General Chair Will Tracz

(continued from page 1)

*WOW:* What’s new about ICSE 2002 relative to previous ICSE’s?

*WILL:* Let’s see, tango dancing lessons are probably new – at least I don’t remember them being offered before. There’s also the micro marathon; I don’t remember any ICSE attendee being up at 6AM for an ICSE event. (That is, of course, with the exception of the WOW staff who hadn’t gone to bed by then.) Probably the most radical change is in the format of questions for the keynote speakers. Instead of being taken in person from a queue on the floor, they will be collected in writing by students during and after the keynote speaker’s presentation, and then summarized and rephrased by the session moderator. This will avoid some rather lengthy questionable questions from the attendees (who should know better, but must be overcome with the emotion of the moment, or something like that). Finally, we made a conscious effort to reduce the registration fees for students; originally it was only \$75 when we were in Buenos Aires!

### Geek Humor

A “conference” is a place where conversation is substituted for the dreariness of labor and the loneliness of thought.

I had to increase it to \$200 just to “cover expenses.” This, plus some very attractive student volunteer options and group discounts resulted in (the last time I looked at the registration numbers) over 25% of the

attendees being students. I would like to say that what is "new" are the faces of the future – all the new students who are attending!

*WOW: We're all disappointed about the change of venue from Argentina. I know you were very personally invested in making this first South American ICSE happen. Comments?*



**WILL:** There is a deep sadness in my heart when I think about the change of venue. My preference would have been to keep the conference in South America, but we ran out of runway, so to speak, in the decision-making process and ended up here. This, in effect, negated 3 years of detailed planning and careful infrastructure building. Fortunately, places change, but people don't, and we attacked the problem and brought in some reserves. (My CS master's thesis advisor from Penn State was a professor at the University of Central Florida, who put me in contact with David Workman, also a professor at UCF, who has been extremely helpful with local arrangements!)

*WOW: What worked really well?*

**WILL:** The hotel staff is tremendous. Ken Anderson was super on putting the program and web together. The tireless efforts of the local arrangements crew were immense.

**WOW Humor**

Heard in the WOW suite when the conference chair started "helping" too much with suggestions: *Take aim at will.*

*WOW: Anything humorous happen along the way?*

**WILL:** I would say, me giving a press conference in Buenos Aires in Spanish probably was the source of humor for those in attendance, as was the look on my daughter's face when I told her I was paying \$3.70 for a banana at the conference hotel in Orlando.



*WOW: What are you going to feel most gratified about looking back years from now on your experience leading the ICSE organizing team in 2002?*

**WILL:** What will I feel most gratified about? I am sorry, but I am selfish. I personally will be gratified with the many new friends I have made in the 4 years since I started working with them on ICSE 2002.

*WOW: Name two or three major "lessons learned" you are going to pass on to future ICSE committees.*

**WILL:** Only 2 or 3 lessons? 1) Communicate, 2) Communicate, and 3) Communicate.

*WOW: Some years ICSE has hired a "conference management contractor" to lead hotel liaisons, manage meeting room logistics, handle sleeping room coordination, etc., etc., etc. This year the conference hasn't hired such a person; what's your take on the importance of this role to a successful ICSE conference?*

**WILL:** In my opinion, if the conference chair hasn't planned at least 3 or 4 other large conferences, then maybe a conference manager will be beneficial.

*WOW: And to the health and sanity of key volunteers like yourself?*

**WILL:** Health and sanity? Aren't they mutually exclusive?

*WOW: When do you think your life will return to normal? Or did you burn too many bridges for that to ever happen?*

**WILL:** I would like to think that my life has always been normal, but again if this weren't fun, I wouldn't be doing it! With respect to bridges, I learned to swim along time ago.

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**YOUR NAME CAN GO HERE**

**SOME SPORTS SCORE(S)**

**NBA:**

Boston 93  
New Jersey 86  
*Both Conf. Final Series tied 1-1*

**NHL:**

Carolina 2 (OT)  
Toronto 1  
*Carolina leads E. Conf. Final Series 2-1*

*Monday Night:*

Colorado 4 (OT)  
Detroit 3  
*W. Conf. Final Series tied 1-1*



**WOW ARTICLES SOUGHT**

Remember to write up (100 words or so) particularly intriguing sessions, events, or just brainstormed ideas you heard in the hall. Keep it "lightHarted." Submit to Marriott room 21076 or via email to "icsewow02@Yahoo.com".