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### ARE YOU EXPIRED ?

If the top line of your mailing label below reads **\*\*EXPIRED\*\***, please renew your membership at the very affordable rate of \$10/yr. Please consider renewing for more than one year at time. It saves all of us some labor. For that \$10 you get your very own copy of this newsletter/local event calendar. And, not to worry, we know our database can handle the century boundary because at least one member has paid through the year 2000! Thank you.



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# The Real Times

Vol.35 No.6

[www.acm.org/chapters/gbc](http://www.acm.org/chapters/gbc)

February 1997

## Gauging the True Work Effort While Eliminating Defects

With Paul J. Newcum

Thursday, February 20, 1997

Time Light refreshments and informal discussion from 6:30 to 7:00 PM.

The formal part of the meeting starts at 7:00 PM.

The Newman Auditorium at Bolt Beranek and Newman (BBN), 70 Fawcett Street, Cambridge, MA

### OVERVIEW

In general, we gauge the true work by knowing the quantity and work efforts of fully creating useful individual pieces we need for the project. The individual work efforts must include an amount of time to build the item, to eliminate defects, to handle the people communications, to utilize development tools, and to test each item. A local quantity database must record these throughout the project. These individual quantities are fed to a local spreadsheet to calculate the total work effort for everything. These are fed to a local project management package to display meaningful work effort, cost and schedule charts. Even before calculating those totals, we first begin with just the requirements. We quantify each up front 'plain-speak' business requirement statement. These are simple verb statements that capture the business requirements. These are needed to gauge the Amplification of Functionality Factor, which recognizes that for every individual business statement, literally hundreds and sometimes thousands of technical statements are needed to create each one in the system. Using this factor with the known simplified business require-

ments statements

produces an answer that can accurately predict up front all true total work, the full time frame, the final cost and even the risks of creating and delivering effective computer-functions. As the project progresses, we can iteratively compute this factor and the total amount of project work just from these business requirement statements alone. We can easily see the quantity of work remaining and the time remaining by counting the number of 'plain-speak' business requirement statements and multiplying them with this factor. Next, with the technical design we quantify the number of distinct user screen (including browsing, navigation, inquiry and update plus help and tutorial), algorithm and database functions in the system. Be sure to account for data clean up and data transport work to the new system. Also account for the help, tutorial and production preparation work. Then, we quantify the number of distinct tests to perform and the work for each distinct type, as we have planned them in our testing approach. Finally, for each distinct automated development tool function we will use on the project, quantify the distinct work to create workable functions and then eliminate defects with this tool. For each of these, a known creation work effort, a known

(continued on page 2)

### Directions to Bolt Beranek and Newman (BBN)/Recorded directions: (617) 873-4567

**From Route 128, Lexington:** Take Route 2 inbound. The four-lane highway narrows to two lanes near Route 16. At the traffic light bear right onto Alewife Brook Parkway. Proceed past shopping centers to the Fresh Pond Rotary. Take the first right onto Concord Avenue. Fawcett Street is one block down Concord Avenue, on the right.

**From the Mass. Pike:** Take the Pike inbound to the Cambridge/Allston exit. Exit onto the Cambridge off-ramp and take Cambridge Street. Turn left onto either Storrow or Memorial Drive. (Storrow Drive is on the Boston side of the Charles River and Memorial Drive.)

**From Storrow and Memorial Drives:** Take Storrow or Memorial Drive west: follow signs to Route 2,3,16. Remain on 2. The road will become narrow and winding. This is the Fresh Pond Parkway. Several car dealerships and Fresh Pond Seafood will be on the right. At the 1st rotary, take the third right onto Concord Ave. Continue straight at the second rotary. Fawcett is one block further on right. Once on Fawcett St. the Newman Auditorium is about 1/2 block, on the right. Park in the lot on the right side of the street; the lot is adjacent to the auditorium building.

**Public Transportation:** Take the T to Harvard Square. From Harvard Square take the Concord Ave./Belmont Center bus. Get off at Fawcett St.

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Timely notices of events, meetings, and other activities of interest to the Chapter's Membership should be submitted by the 10th of the month Before the intended issue and sent, with attention to the Managing Editor to:

**GBC/ACM, P.O. Box 465, Lexington, MA 02173.**

The Chapter's mailing list is available to related professional organizations or for commercial use. Please contact the Membership Chair at the address above when requesting mailing lists.

Subscriptions: Annual subscription cost is included in the Chapter Membership dues of \$10.00. See top line on mailing label for membership expiration date. Library subscriptions are free. Please send orders for copies to the Chapter mailing address above.

Postmaster: Address changes should be sent to the mailing address above. Allow eight to ten weeks for changes to address or membership renewal to become effective. Send old label with address modifications.

(...continued from page 1)

defect detection and elimination work effort and a known people communication and coordination work effort based upon real world actual experience is needed. Plug these quantities into a spreadsheet to total up all the creation work, all defect detection and elimination work and all the people communication work per distinct type. This numeric data then goes into your preferred project management package to build a realistic project schedule in Pert and Gantt chart format. As the project proceeds, we quantify the number of defects we find and the work effort to eliminate them, plus any additional functions, tests and automated tools appearing on the project. These quantities 'update' our gauge of the true work effort, the costs and the schedule. Using this data, we can accurately determine how much work there is, the schedule and the complexity of work either based upon the total number of business requirements statements, or based upon the technical design for screens, algorithms and database functions. Thus we have two ways to predict the true work, cost and time frame of the project. Both ways are needed, to help us evaluate the project. As the work progresses, we want to eliminate defects and errors. Reviews accomplish this. The established requirements and test plan illuminate what the system 'should look, act and perform like'. We review components to find defects, to eliminate them and to guarantee what we are creating matches the requirements. The developer verbalizes and explains the created item. During this explanation, defects and errors are spontaneously detected and eliminated as they are self-discovered by the developer, and by the team. Before finishing the review, the developer and the team look again at the requirements to verify that the created components meet them. Once the review is completed, the quantity of defects detected and eliminated are fed into the local quantity databases discussed here. Therefore, we have a continuous process which accurately gauges the true work, cost and time frame of a project while we are eliminating defects and errors. The final project should come in on time, for a planned budget, with nearly zero defects. Everyone should be pleased!

**SPEAKER:**

Paul J. Newcum has over thirty-plus years of experience assisting people to improve business while achieving quality information systems and better performance. He has been particularly effective in developing solutions in less time and at lower costs than his competitors and peers have achieved under similar circumstances with comparable requirements. His undergraduate education was in business, and he particularly is interested in helping business achieve tangible results with their information systems. He has direct hands-on skills in up-to-date management and programming arenas including client/server and distributed computing. He teaches others how to achieve significantly more information system effectiveness than are realized by most. Paul employs a business oriented vocabulary rather than incomprehensible jargon-speak. He communicates issues in language managers appreciate, rather than technical jargon. He frequently helps information systems technicians overcome the inherent communications gap between top management. His goal is to help information systems people speak plainly, while accurately conveying required information. Paul is noted for an exceptional information systems technique that can reduce the time and effort of projects. What would normally take years of software development can be reduced to much shorter time frames. Paul began his career by serving in the Department of Defense as a programmer analyst, leading a team to deliver analytical information to the top brass. This work resulted in an invitation from IBM to join Big Blue's software development and support teams. While at IBM, he cultivated practices that resulted in providing effective information systems with exceptional ingenuity and accuracy.

# SIGGRAPH/BOSTON COMPUTER GRAPHICS

with Olin Lathrop, Cognivision, Inc.  
Wednesday, 12 February 1997.

6:30 with networking time, announcements at 7:00, and the feature presentation 5-10 minutes later.

## OVERVIEW

Have you ever seen cool 3D computer generated animation (perhaps at our January meeting) and wondered what goes on inside the computer to create it? Here's your chance to find out. We will lift the hood on the basic technology behind computer graphics, focusing on "image generation magic". We'll talk about what exactly pixels are anyway, how objects are described to a computer, and how the computer then draws the picture using algorithms like Z buffering, ray tracing, and radiosity. We'll talk about things conceptually instead of getting into the detailed mathematics. This presentation will be at the level of the average computer user or intelligent high school student.

## SPEAKER

Olin Lathrop has been involved with and occasionally taught computer graphics for 20 years. He is currently the principal at Cognivision Inc., a consulting company in Westford MA specializing in computer graphics and related technologies. Olin created and chaired the popular SIGGRAPH course "Fundamentals and Overview of Computer Graphics" for eight years, in addition to giving a number of lectures at other conferences and universities. He has recently completed the book "The Way Computer Graphics Works", which should be hot off the presses just in time for this talk.

## DIRECTIONS TO GTE LABS.

From Route 128 (interstate 95), get off at exit 27B, Winter Street, in Waltham.

From I-95 (128) South the exit leads you right onto Winter Street.

From I-95 (128) North, turn right at the light at the end of the exit, onto Wyman Street, turn right again at the next opportunity, onto Winter Street and cross over I-95. Go West on Winter Street through 3 closely spaced traffic lights, staying in the right lane. The Cambridge Reservoir appears on your right and the entrance to GTE Laboratories (40 Sylvan Road) is on the left. About halfway past the buildings, turn right under a pedestrian bridge joining two buildings. The entrance is in the building on your right from the central courtyard. Park in the central lot and sign in at the entrance from the courtyard from this northeast-most building.

Seminar & Book Titles	Advance Registration	Walk-in	Enter Amount
<b>Building Customer Web Applications: An Overview</b>	\$75	\$85	
<b>Programming with COM &amp; ActiveX</b>	\$75	\$85	
<i>Inside COM</i>	\$20	\$20	
<i>ActiveX Controls Inside Out</i>	\$25	\$25	
<b>Needs Assessment &amp; Program Design</b>	\$75	\$80	
<i>About Face: The Essentials of User Interface Design</i>	\$20	\$20	
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**SPRING 97 PDS SERIES**

PLEASE TAKE NOTE THAT  
THE SPRING PDS SEMINAR SERIES  
HAS TWO LOCATIONS.

THE FIRST TWO EVENTS WILL BE  
HELD AT MIT. THE THIRD SEMINAR  
WILL BE HELD AT THE FAMILIAR SITE  
ON THE NORTHEASTERN CAMPUS

# Professional Development Seminars - 1997 Spring Series

## Building Custom Web Applications: An Overview

With Kee Hinckley, Founder & CTO of Utopia  
April 12, 1997 (Saturday)  
MIT

### OVERVIEW:

Application development on the World Wide Web is an area of explosive growth for our industry. This is an opportunity to get a hands-on expert's insights on the available technologies and resources, and gain an understanding of their strengths, shortfalls, appropriate uses, and general architecture.

### WHO SHOULD ATTEND:

Any technical person wanting to understand the state of this rapidly evolving art of web-based application development. Engineers needing to select development tools for their next project.

### SEMINAR TOPICS:

- Server-Side Applications
  - The CGI protocol
    - Using CGI from Perl
    - Using CGI from other languages
  - OpenMarket's FastCGI mechanism
    - Using FastCGI from Perl
    - Using FastCGI with other languages
  - Server Plug-in's with Netscape's NSAPI
  - Server Plug-in's with Apache's API
  - Server Plug-in's with Microsoft's ISAPI
  - Server-Side Database Access
    - Some examples of mechanisms
  - Server-Side Java
- Client-Side Applications
  - JavaScript
  - Java
  - Client Plug-ins
  - Microsoft's Active-X
  - Netscape's LiveWire

### LECTURER:

Kee Hinckley, founder of Utopia, has been an information technology innovator for more than 15 years and has been involved with the Internet since 1981. Prior to founding Utopia, Hinckley worked at Wildfire Communications, was founder of Alfalfa Software and held positions at Apollo Computer, the Open Software Foundation, and Bell Laboratories. Hinckley is the founder and one-time administrator of the Motif and NT online forums. He has published several papers on graphical user interfaces, taught courses on using the Motif toolkit, and given talks on the future of cyberspace.

### SESSION CHAIR:

Jay Conne, [conne@acm.org](mailto:conne@acm.org)

## Programming with COM & ActiveX

With Shankar Vaidyanathan of Microsoft  
April 26, 1997 (Saturday)  
MIT

### OVERVIEW:

COM (Component Object Model) is the foundation on which ActiveX and OLE are built. Contrasting approaches to building components, Microsoft Foundation Classes (MFC) and ActiveX Template Library (ATL), will be compared. ATL will be presented in great detail.

### WHO SHOULD ATTEND:

Practicing software engineers and consultants should attend. Some of the earlier topics will benefit software engineering managers.

### SEMINAR TOPICS:

- Fundamentals of COM
- OLE and ActiveX
- ActiveX Template Library (ATL)
- Building of controls
- ActiveX Controls for the internet
- VC++ environment, wizards, and component gallery

### LECTURER:

Shankar Vaidyanathan is a Software Design Engineer in the Visual C++ group at Microsoft Corporation. He currently focuses on the IDE (Integrated Development Environment). Shankar designed and developed new wizards for and the data view for VC4.2. Prior to the IDE work, he was involved with the VC5.0 linker and incremental linker technologies.

### SESSION CHAIR:

Jim Byrd, [Byrd@acm.org](mailto:Byrd@acm.org)

## SEMINAR BOOK OFFERS

### Inside COM

by Dale Rogerson, Microsoft Press  
List: \$34.95 PDS Price: \$20.00

### Active-X Controls Inside Out

by Adam Denning, Microsoft Press  
List: \$39.95 PDS Price: \$25.00

*(Offers only good when included with registration fee.)*

# Professional Development Seminars - 1997 Spring Series

## Needs Assessment & Goal-Directed Design

With Jared Spool, User Interface Engineering & Alan Cooper, "The Father of VisualBasic"

May 3, 1997 (Saturday)  
Northeastern

### OVERVIEW:

Discover the right design questions, answer them, and then design software to meet your users' needs. Jared will present techniques to collect accurate data about who your users are and what they will actually do with your product. Alan will show you how easy it is to identify your users' real goals and how to

### WHO SHOULD ATTEND:

Application designers, developers, and their managers who want to understand the role and methods of effective application design.

### SEMINAR TOPICS:

- **Techniques for Needs Assessment - Jared Spool**
  - **User myth reconciliation — discovering what you know**
  - **Contextual Inquiry (Users in the mist) - detail insights**
  - **Focus groups - quickly talk with your users**
  - **Usability testing with paper mockups**
- **Goal Directed Software Design - Alan Cooper**
  - **Goals vs Tasks**
  - **The Goal Stack: False; Corporate; Practical; Personal**
  - **How to avoid Excise and Navigation waste**
  - **Exercises to practice making these design distinctions**
- **Panel Q&A**

### LECTURERS:

Jared M. Spool is a Founding Principal at User Interface Engineering (UIE) and is on the faculty of Tufts University's Gordon Institute. UIE is a consulting firm specializing in the design and implementation of computer product user interfaces. Jared specializes in Usability Engineering and Rapid Prototyping technology. His clients include the Harvard Business School, Lotus, Bank Of Montreal, Powersoft, Progress Software, IBM, and Viewlogic.

Alan Cooper, author of About Face: The Essentials Of User Interface Design, is known as the "Father of Visual Basic." He is the President of Cooper Software, a leading software design consulting firm in Silicon Valley whose clients include Logitech, Adobe and Zoran. Their proprietary Goal-Directed software design process allows them to achieve a simplicity and effectiveness of design unique in the industry."

### SESSION CHAIR:

Jim Ganino, JSganino@tasc.com

### SEMINAR BOOK OFFERS

#### About Face: The Essentials of User Interface Design

by Alan Cooper

List: \$ 29.99, PDS Price \$20.

(Offers only good when included with registration fee.)

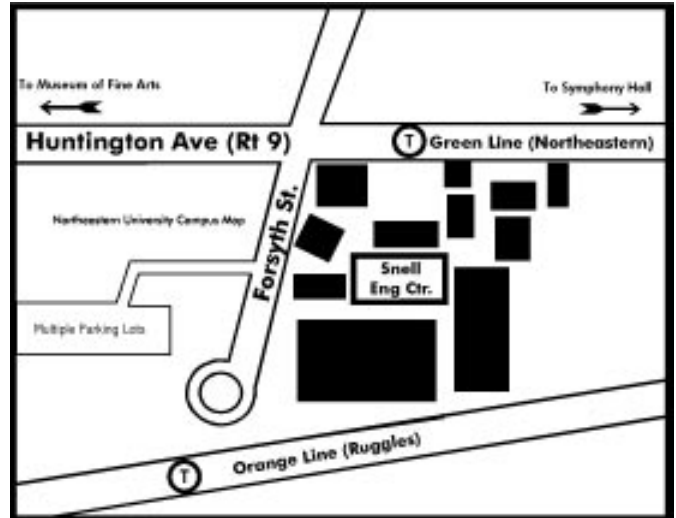
## GBC/ACM Professional Development

### Seminars

### General Information

#### Location

All seminars are held at Northeastern University's Snell Engineering Center, Boston, within walking distance of the MBTA Green Line (Arborway/ETrain) Northeastern station and the Orange Line Ruggles station. Free parking is available.



#### Schedule

8:30am - 9:00am	Registration (continental breakfast)
9:00am - 12:15pm	Morning session (break at 10:30am)
12:15pm - 1:30pm	Lunch (provided on-site)
1:30pm - 4:30pm	Afternoon session (break at 2:30pm)

#### REGISTRATION FEES

Included in the \$75 fee are seminar materials, lunch, and refreshments. Registrants not current members of the GBC/ACM are charged an additional \$10, and become members of the chapter for a year. This is distinct from ACM membership. Surcharge for on-site registration is \$10. Purchase orders, credit cards, faxes and e-mail cannot be accepted. Enrollment is limited and on a first come, first served basis. Early registration must be made by a check or money order at least three weeks in advance of the seminar to receive confirmation from GBC/ACM.

#### CANCELLATION & REFUND POLICY

Cancellations must be received in writing. The full fee will be refunded if the PDS Registrar receives written notification on or before the day of the seminar, addressed to GBC/ACM, PO Box 465, Lexington MA 02173. Refund requests received after the seminar date will be subject to a \$15 administrative fee. The \$10 membership fee will not be refunded.

#### Any Questions?

See: <http://www.acm.org/chapters/gbc>

Call (617)862-1181

## Web Tech

Tuesday, February 18 at M.I.T., 1-390

[www.acm.org/chapters/webtech](http://www.acm.org/chapters/webtech)

Starbuck, a RADTool for Java Andrew McKay, Powersoft  
Tuesday, February 18, 7pm M.I.T., Building 1, Room 390 (Bechtel  
Lecture Hall)

The two leading technologies for software development today are - rapid application development (RAD) tools, and - object-oriented programming (OOP) languages. RAD tools (e.g., Visual Basic, PowerBuilder, Delphi) are used primarily to develop custom business applications that run on desktop computers. They provide high level support for user interfaces and database connectivity. OOPL's (e.g., C++, Smalltalk, Java) are used primarily to develop commercial products or custom business applications that run on servers. Surveys indicate that RAD tool users outnumber OOPL users by approximately an order of magnitude.

RAD tools support a component-based development paradigm:

1. Draw the user interface from a palette of components
2. Set the properties of the components (which control their appearance and behavior).
3. Write scripts to handle events reported by the controls.

RAD tools include a selection of components, and there is a thriving market for third party components. Experience has shown that developers learn to use RAD tools more quickly than OOPL's, and that they are more productive using RAD tools. There have been several attempts to support both the RAD and OOPL approach in a single development tool (e.g., OpenStep, Delphi). To date, none of these have achieved widespread acceptance in both development communities. The Java phenomenon has spawned a new wave of attempts at a synthesis of RAD and OOPL. At this meeting, Andrew McKay of Powersoft will describe Starbuck, a RAD development tool for Java. Starbuck takes a component-based approach to developing Java applications and applets (using ActiveX controls and Java beans). Andrew McKay is a technical evangelist at Powersoft for Internet and Java technologies.

## Boston SPIN February Dinner Meeting Announcement

NOTE: THIS IS A COMBINED Software Process Improvement Network (SPIN)/ASQC Boston Meeting

Panel: "Experiences with Software Process Improvement and Resistance"

with Barbara Purchia - Kronos, Inc.

Dale Emery - Consultant

Johanna Rothman - Consultant

### THURSDAY, February 20, 1997

5:30 PM - Socializing & networking

6:15 PM - Dinner

7:30 PM - Panel

COST: \$25.00 (Includes dinner and panel)

RESERVATIONS: Call no later than February 17 - (617) 942-8421

or Johanna Rothman (617) 641-4046

or <http://www.asqcboston.org/asqc/meeting.html>

LOCATION: Holiday Inn, Newton, exit 22 off Rte. 128 (Grove Street).

The Holiday Inn is just East of Rte. 128  
(Wheelchair accessible)

### OVERVIEW:

You are a change agent. You've identified a need and come up with a great idea for improving your organization. You offer your proposal, and are rewarded by... RESISTANCE. Now what do you do? Tonight you will learn how to see resistance as a rich source of information. You will discover how to focus your curiosity to put that information to work, transforming resistance into support for lasting improvements. Or imagine you are hired into a company to implement process improvement. Except for your VP, the VP's do not believe in process improvement- they think process implies bureaucracy and needless paper work. This company has tried (at least twice) to implement common processes and has tried to use technology to help the components in the business unit "work together" without success. Imagine the pressure. Imagine the resistance.....

### ABOUT THE SPEAKERS:

Barbara Purchia is currently Director of Software Engineering Operations at Kronos, Inc. in Waltham, Ma. Barbara has over 20 years experience developing and managing high-quality software systems at Applicon/Schlumberger, Entrex/Nixdorf, and Raytheon. Barbara has over five years experience implementing successful corporate software process improvement programs at Applicon/Schlumberger, Lotus, and Kronos.

Dale Emery has 17 years experience as a software developer, project manager, and process improvement consultant. He holds two U. S. Patents for his software designs. Dale now consults to projects in all industries on relationship and communication. He is the Section Leader for the "Teamwork and Psychology" section of CompuServe's CASE Forum. Dale is currently writing a book about how to turn resistance into energy and support for change.

The panel moderator, Johanna Rothman, is president of Rothman Consulting Group, Inc.

UPCOMING MEETINGS:

## FEBRUARY GB/SIGCHI MEETING ANNOUNCEMENT

Topic: Holistic interface design

Speaker: Gideon Ansell, Fitch

Date: Tuesday, February 18, 1997 Time:

Refreshments at 6:30, meeting 7:00 - 9:00

Location: Lotus Development Corp.

One Rogers St.

Cambridge, MA

(directions below)

Free and open to the public.

For more information please contact the program chair:

Ron Perkins

rperkins@shore.net

508-465-6083

### Abstract

As the integration of technology and corporate communications continues to converge, interface designers no longer have the luxury of designing within a small, narrowly constrained context. Product design, visual language, brand identity, environment design, and interaction methods now transcend their traditional boundaries and time lines. The design criteria for an interface to a web site can't be seen as separate from the key elements of a TV ad. The interface and development of a kiosk must be delivered in the same time frame as printed collateral.

How does a designer keep a user-centered approach in this environment, where sales and marketing information has an interface, and an interface must have marketing potential? Gideon Ansell will talk about the challenges faced by the convergence of technology and corporate identity and offer some real-world solutions drawn from Fitch case studies.

### About the Speaker

Gideon Ansell is the head of New Media in Boston for Fitch, a multi-disciplinary consultancy which designs products, interfaces, multi-media, communications, brands, and environments.

### Directions

The Lotus building is on the corner of First St. and Rogers St. in Cambridge, a few blocks from the Science Museum. (Note that there is another Lotus building on Cambridge Parkway next to the Sonesta hotel. Don't go to that one.) The meeting will be held in Auditorium A, on the first floor. If you need detailed directions, contact the editor.

### PARKING

Parking is available in the Lotus garage provided you arrive before 7:00 p.m. If you tell the guard that you are there for the SIGCHI meeting they should let you in. Some street parking is available but you might have to walk a few blocks.

MBTA Directions: Ride the Green Line to the Lechmere stop. Exit Lechmere station, walk to the right about 100 feet and turn right to walk through the tunnel. When you exit the tunnel, continue walking straight across through the traffic light and down First street. Go past the Galleria Shopping Mall on your left and past the traffic lights. The entrance to the Lotus building is on First St. You go under an archway between two sides of the building and enter the lobby to the left.

## IEEE-Computer Society Thursday, February 27

Meeting at 6:30 PM at A-Lobby, The MITRE Corporation, Bedford, MA.

### Directions to MITRE

From Rt. 95 - Take exit 32 (Rt. 3 north). Take exit 26 (Rt. 62). Right on Rt. 62. Left at the first light onto MITRE grounds. Follow road to the Right past the A-Building Lobby to parking on left. Please show a photo id to the guard in A-Building Lobby. Also see <http://www.mitre.org/about/location/b-map.html>.

For more information, contact Alan Brooks at (617) 271-6497 (abrooks@mitre.org). SEE PAGE XX.

The Promise and Reality of Component Technologies and Distributed Computing - Doug Norman, Naz Irizarry, Roger Costello, Jeff Long, Stu Jolly Advanced Technology Team, Air Force Mission Planning, The MITRE Corporation

### ABSTRACT

The confluence of a number of technologies has finally prepared an environment within which distributed computing is possible without Herculean efforts. The technologies are: the internet as a ubiquitous communications backbone, vendor/platform-neutral component technologies, the emergence of the "Web," and object request brokers for binary interaction among components. Each of a number of emerging technologies (CORBA, COM, Java, Opendoc, etc.) purports to provide the long-awaited touchstone to building distributed applications. But what is the reality? Our charter is to investigate and assess these emerging technologies as they apply (or might apply) to our domain: Air Force Mission Planning. During our investigations we have examined and written applications using all the "hot" technologies: CORBA, COM/ActiveX, and Java. We are currently starting an examination of Oracle's Network Computing Architecture and OpenDoc as well. Since we look at the technologies as they apply to a specific domain, we write real applications to learn about their applicability. This has brought us "up close and personal" with these technologies as we try to apply them to real problems. Along the way we have received the bumps and bruises of the learning curves. We will explain and demonstrate examples which use CORBA, ActiveX, and Java within distributed applications. As we proceed, we'll try to separate myth from reality and give insights into the challenges and benefits from using these technologies. Our examples are unique in an interesting way: we reimplement services and clients in each of the technologies. This provides us with a unique viewpoint. We can discuss interoperability among the technologies, and how they complement one another. Our demonstrations will draw from map servers and clients; flight performance model (FPM) servers and their browsers; and a demonstration of "CORBA Wrapping" our current mission planner's route server and serving a GUI across the Web using Java to access the CORBA objects. We will also discuss and demonstrate the challenges of developing and maintaining cross-platform GUIs as one attempts to bridge dissimilar platforms (SPARC/Solaris vs Wintel).