



INTERNATIONAL TEST COMMISSION

5. What prominent changes have you seen in the ITC between when you first were a member and now?

"I like the growth and value of the conference. And the additions to and maintenance of the guidelines are important to every testing organization in the world."

6. Where has the ITC done well? What do you think the ITC's biggest accomplishment has been over the years?

"The guidelines represent the biggest accomplishment, in my opinion."

7. Where has the ITC possibly made "wrong steps" or mistakes?

"Its membership structure may be outdated. Full members do not really participate to the degree they should. There are certainly hundreds, perhaps thousands, of organizations that create, publish or use tests across borders, or provide services to those organizations, that would be able to participate more directly in ITC. I think it has been a mistake to not encourage more participation from these types of organizations, perhaps even making them the focus of ITC's future."

8. What do you perceive to be current challenges facing the ITC and what role should the ITC play in this regard?

"It may be a fairly closed system, encouraging work by and relationships between individuals within a fairly narrow circle (e.g., university faculty members, national associations, a few long-standing companies, etc.). It does not lend itself to new blood and expansion easily."

9. What do you believe should the ITC be focusing on right now and who are the key stakeholders that should be involved?

"Technology-based, secure, fair, inexpensive, accessible worldwide testing. There are many technological advances that could be applied to solve many long-standing problems with testing across borders. Every organization should be involved and pushing this use as rapidly as possible. Technology is changing so rapidly and the ITC needs to be in the vanguard of its use in global testing, and champion its use."

10. If there was one thing you could change with regards to the ITC, what would it be?

"I would change the membership structure, making associate members also full members. It's been associate members that have the greatest impact on ITC and would have the greatest long-term benefit."

11. What structural or organizational changes to the ITC should be considered to further its effectiveness?

"See my comment in 10."



12. To what extent did you find it difficult to dedicate your time to the work of the ITC?

“Right now, I am busier than ever in my company role, making it difficult to devote time to any “outside” project, not just ITC projects. I am happy to encourage members of my management team to participate with ITC if they would like to.”

13. How would you compare the first ITC conference you ever attended with the one hosted in San Sebastian in 2014?

“I would say they are similar. All ITC conferences have provided good information and opportunities to network with colleagues. I would encourage more sponsors and more benefits to sponsoring companies. Besides it’s other goals, it should be a time to encourage commerce between organizations and individuals attending the conference.”

14. Among your various contributions, what do you believe may be your lasting legacy?

“Probably the Test Security Guidelines.”

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