

**Summary of Keynote Sat noon**  
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1. Asian countries differ in work styles and these differences impact quality of work and ability to meet deadlines
  - China: waits for direction
  - India: iterate quickly
  - U.S.: think, cogitate
2. Avoid imperialism/domination
  - Loose coupling of teams; let each regional team choose its own pathway
  - Reap the best of each regional style and expertise
  - Allow organic development
3. The true reason for outsourcing is access to talent.
  - Salary benefits of outsourcing are now overcome by other costs (bandwidth due to telecommunications industry + rapidly rising real estate costs).
  - People don't want to re-locate even within a given country.
4. Good communication and virtual meeting tools are essential.
5. Honor diverse work styles whether culturally-based or gender-based.
6. Curricular recommendations
  - Use remote interaction tools in undergraduate courses
  - Commit not to come together in a course project to simulate remote collaboration.