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New Officers Lead ACUTA into 1995

Once again the leadership of ACUTA passed to a new set of Directors at the Annual Conference. After an especially challenging year which included implementation of the new governance structure, President Pat Searles made her parting comments at the banquet. “It’s hard to believe my year as ACUTA President is over. We kept a hectic pace and that really made the time pass quickly. We—the Board and staff—worked together throughout the year to ensure that issues were properly prioritized and attended to. I certainly couldn’t have asked for a better group of people as a support team. My sincere thanks to the Board and the Lexington office staff for a job well done.

“Randy and I worked together closely during the year to ease the transition and we all look forward to working with Jeri Semer, our newly-hired Executive Director. We know she’s inherited an excellent staff as well as a Board and committee structure that are ready, willing, and able to keep the momentum and continue to do great things by working together. I appreciate the opportunity to have served the membership during this past year and will continue to do all I can to support ACUTA.”

As Randy Collett prepared to assume the top leadership role in the Association, he expressed a commitment to focus on the needs of the members. “Attempting to predict the future in the telecommunications industry is time not particularly well spent. Technological changes are occurring too fast. It’s better to focus on being flexible enough and more importantly nimble enough to take advantage of opportunities presented by technological change.”

For names and positions of other members of the new Board of Directors, see page 2.

Members Recognized for Excellence

Each year at the Annual Conference, ACUTA volunteers are recognized for outstanding contributions and service to the profession and to the Association. ACUTA is pleased to announce winners of the following awards:

Bill D. Morris Award

The Bill D. Morris Award, the most prestigious award given to an individual by the Association, was awarded to Mal Reader of University of Calgary for 1993-94. This award is given annually to an ACUTA member who, in the opinion of the President, best exemplifies the ideals for which the late Bill Morris will be remembered: dedication, vision, professionalism, and leadership. One of the charter members of ACUTA, Mal has served for the past 15 years as the Program Director, as President from 1978-80, and in a variety of other positions.

See "Awards..." on page 6
Board Report

ACUTA Board transition to new governance structure

Maintaining the momentum of 1994 and laying the groundwork for a successful 1995 was the top priority of the ACUTA Board at its July meeting. The discussion focused on the new governance structure, transition of the newly elected Board, finalization of the budget by September 15, needs assessment report, revision of the Policies and Procedures Manual, and the Richmond seminar.

Other items on the agenda included:
- Annual business meeting agenda
- Information forum agenda
- Conference registration statistics
- Institutional Excellence Award
- Electronic Access project
- Sponsorships
- Vendor-Exhibitor feedback
- Key challenges

Submitted by
Dr. James Cross, Michigan Tech
ACUTA Secretary/Treasurer

"We are not going through a temporary change. The virtual workplace is a reality."
—John Powers
Powers & Company

Host school needed for Maui

Recognizing that ACUTA is a volunteer-driven organization, every attempt is made to increase the number of our members who participate in the functions of the Association. Accordingly, at each ACUTA event, institutional members are given the opportunity to act as "hosts."

The responsibility of the host school is primarily to familiarize attendees and their families or guests with the location of the event, providing information about the immediate area and local points of interest. To accomplish this, the host school staffs a greeting booth or table at the Sunday evening reception and during coffee breaks at the Seminar. Some hosts have held drawings for mugs, T-shirts, and other campus-related items as prizes for those who come by the booth and register.

In addition to the duties during the Seminar, the host also works with the ACUTA staff to prepare two letters, one to be sent to potential attendees and a "welcome" letter for attendees.

The Board has authorized one complimentary registration to the event for which a school serves as a host.

If you would be interested in serving as host at the Maui, Hawaii Seminar in January, please contact Lisa Cheshire in the ACUTA office by September 30.

Association of College and University Telecommunications Administrators
ACUTA NEWS, Volume 23, No. 9

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The 23rd Annual ACUTA Conference is now in the books as yet another successful ACUTA event. Our organization owes a great deal of gratitude to the labor and effort of all the Lexington staff, Past President Pat Searles, and yes, even our new director, Jeri Semer. For those of you who were unable to attend, ACUTA can throw a great party!

Last month in this column, I thought it was important to reveal a few things about me personally, as a prelude to the obligatory column about goals and objectives for the coming year. Well, guess what? This month I’ll oblige by giving you what I want ACUTA to accomplish this year.

First and foremost on our agenda is the implementation of the widely discussed Electronic Access initiative. The Board and Past President Pat Searles really wanted to accomplish this in the ACUTA year just passed. However, we really wanted the new Executive Director to have input to the process, and to be involved in the hiring of the new staff person tasked with administering the system. With Jeri Semer now in place as the Executive Director, we do not anticipate any further delays. We already have the recommendation of the committee in hand, and we are working toward fulfillment of our commitment in this regard.

I don’t believe it’s news to anyone that this industry is becoming more globally focused. I have a belief that there are telecommunications professionals in any number of European, Latin American, and Pacific Rim countries (associated with colleges and universities, of course!) who may well be attempting to meet the same daily challenges as all of us! At least on our campus, there is a growing focus on international exchanges of students, research, and information with ‘sister’ institutions of higher learning. On several occasions, it would have been helpful to have a contact at a particular institution. From there, it’s not a very big step to conclude that there may be value in an ACUTA membership for our colleagues outside the United States and Canada. Accordingly, the second objective of this year will be to explore opportunities to expand ACUTA’s boundaries into the Pacific Rim and Mexico (as a starting point).

The last objective that I hope we can achieve this year is more esoteric, and less definable. I’d like to see more effective, true partnering between and among ACUTA members of all types. There are untold opportunities to have learning take place in this organization; it makes little difference whether you are an institutional or corporate member. I want to explore areas where the learning can be in either direction so that ‘partnering’ can be a true value of ACUTA membership, and not just deciding who writes the check. There will be more on this topic later.

Finally, I’d like for us all to take Scott McKain’s message to heart. As keynote speaker in Anaheim, Scott advised us to be a little less solemn in all facets of our personal and professional lives. Personally, I believe that we do get so wrapped up in what we’re doing that we forget to enjoy the people and different environments that surround us. Let’s strive to get ACUTA’s business done—but have fun while we’re doing it!

See you next month.

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**Fall Seminars**

- Network Planning & Management
  
  Featured Speaker
  
  Garu Audin • Delphi, Inc.
Just say yes: A step up to success

Highlights of presentation by Scott McKain

Saying that these are times of rapid change and that change always means a challenge, Keynote Speaker Scott McKain involved his audience in an exercise to demonstrate how difficult it is to change old habits. He told the audience to fold their arms in front of them. Then he instructed them to observe which arm was on top. Next he said to reposition their arms so that the other one was on top. Making this simple change required an amazing amount of concentration and felt awkward to most. In just such a way, McKain pointed out, most people fight any pressure to change more significant aspects of their jobs or lives.

One possible reason for this is that so many change messages are negative messages, McKain suggested. “By the time a child enters the third grade,” he pointed out, “he has heard the word no 700,000 times. He has heard yes only 100,000 times.” So resistance to change has its roots in early childhood, and while those who must instigate change would do well to learn how to convert that negative message to a positive one, those who face changes should learn to look at change as a challenge.

Another quality McKain stressed for those who seek success was appreciation. Emphasizing the importance of maintaining balance in life at home and at work, he suggested everyone “take a recess to reassess and express appreciation to people who are important to you,” calling appreciation the “foundation of growth.”

Not long ago, McKain had the opportunity to work with the President’s Council on Fitness, being selected by Arnold Schwarzenegger to serve as emcee for a presentation at the White House. Working with the famous movie star/athlete one-on-one, McKain asked, “Why has all this happened to you?” Schwarzenegger opened a briefcase and showed him an index card on which he, as a very young man, had written four goals. All four had to some measure been achieved.

McKain used this illustration to demonstrate the important relationship between goal-setting and the achievement of success. “To be effective,” he pointed out, “goals must be three things. First they must be specific. ‘I just want to be happy’ is not a specific goal.” One of Arnold Schwarzenegger’s goals was to be a movie star. That is a specific goal.

The second characteristic of effective goals is that they are realistic. Some motivational speakers, McKain suggested, encourage their audience to believe they can be anything they want to be. Rather, everyone needs to keep their own obvious limitations in mind when setting realistic goals: as a good Methodist, McKain averred, he would never be named Pope. That would be an unrealistic goal.

The third characteristic of effective goals is that they are written down. An index card can be a contract with yourself, he suggested, just as it was for Arnold Schwarzenegger, who said, “School is never out for the pro. When you stop learning, you stop being a professional.”

His final anecdote involved an incident from his high school days. He and three friends cut school and went riding around the little Indiana community where they lived. They counted on getting back to school in time for an important English test, but didn’t make it. To cover their tracks, they made up a story about stopping to help a poor farmer whose truck had a flat tire—a good and honorable reason for being late. Unfortunately for them, the teacher accepted the story but then sent them to four different corners to write the tale up, including which tire it was that got changed.

Good communications, he noted, are a vital step on the road to success.

Concluding his presentation, McKain described four components to his “Say Yes to Success” presentation:

1. The power of goals;
2. The power of appreciation;
3. The power of communication;
4. The power of change.

Supporting his comments with anecdotes from his own life, McKain encouraged the audience to “maintain a sense of humor. Take your job seriously,” he said, “but take yourself less seriously.”
Developing excellence in ourselves and others

Highlights of presentation by Dr. Patricia Zigarmi

Those who attended Monday morning’s Highlight Session heard Patricia Zigarmi explain how developing excellence means being a peak performer. She began her presentation with a word of encouragement about change, suggesting two cautions in the attitude toward change: First, “In the process of change we do not have to do it all by ourselves. We must learn to look out of the box for resources we don’t see.” And second, the change process doesn’t mean focusing on what will have to be given up.

Zigarmi continued with a discussion of eight characteristics of people who are at the top of their careers—from artists to athletes to CEOs—who want to make a difference in their life and the lives of others. She suggested that the audience listen with two sets of ears: “Are the conditions for peak performers true for me, and what can I do as a manager to create conditions for peak performers for my staff?”

- **Peak performers have a passionate commitment to a mission.** It is vital to have a sense that we are doing something that matters. “Passion,” she explained, “is about dreams and purpose…Passion becomes the internal focus that causes us not to need others to tell us what to do. What drives us is heart and a commitment to purpose.”

“Managing for profit only is like playing tennis with your eye on the scoreboard and not on the ball,” she continued, suggesting that her ACUTA audience ask themselves what will make a difference in the lives of students and the campus. “The single most important factor in the success of a peak performer is not talent in your chosen activity, not finding a good opportunity, but really determining what you care about and devoting yourself to it.”

- **Peak performers have written goals.** Zigarmi suggested that managers have their staffs write their five key areas of responsibility, and the manager write five goals for them. Her experience indicates that 80% of the time these lists will not match. SMART goals, she explained, are Specific, Measurable, Attainable, Relevant, and Trackable. Management and staff need to know exactly what each person is out to accomplish, and what a good job looks like. There are three parts to performance management, according to Zigarmi: 70-80% should be performance planning, 15-20% day-to-day coaching, and no more than 10% evaluation.

- **Peak performers are risk takers.** Recognizing that progress involves risk necessitates a “bias to action.” Quoting from the baseball world, she reminded her audience that “you can’t steal 2nd base and keep your feet on first.” She encouraged her listeners to stretch beyond the comfort zone, utilizing the “worst case” technique: “If I follow this course of action, can I live with the potential consequences?” She recommended involving others in the planning process, not getting bogged down in the planning process, and taking time for mini-successes when they happen.

- **Peak performers don’t believe in failure or perfection.** Peak performers are self-aware, but not self-critical. They appreciate more, value more, and focus on what’s going right. They emphasize a good self-image and positive reinforcement.

- **Peak performers seek feedback from others.** Zigarmi recommended seeking people who can help others see themselves as valuable people. Coaches, mentors, and others who give feedback remind peak performers they are not alone.

- **Peak performers are masters of time management and delegation.** They choose their battles carefully, prioritizing tasks and not wasting time on non-goal-oriented activities. They create support systems and delegate responsibility so that 80% of their time is spent on their identified top priorities.

- **The most important characteristic of peak performers is their ability to mentally rehearse.** Using Dan Fouts as an example, she described how he attributed his football success to his ability to visualize and rehearse the game before it began. “We must visualize doing it right,” she said, “envisioning preparation, process, and result so that we influence how we develop by the pictures we hold in our head.”

- **Peak performers achieve balance in their lives.** They take time for nurturing themselves and others they work or live with. A workaholic is not necessarily a peak performer. Success requires stepping back and letting clarity and solutions come sometimes, rather than pushing and forcing.

Her parting advice reminded the audience that to be a “better boss,” they should create not only a vision for their department, but also a work environment where they can live by their good intentions, achieving both balance and growth. A good boss is a coach, teaching skills in planning and time management and focusing on what people are doing right. At every level, Zigarmi suggested, “Be more of a peak performer yourself.”
Awards...

Continued from page 1

Institutional Excellence in Telecommunications Award

Two awards for Institutional Excellence were presented this year. In the highest enrollment category (over 5,000 full-time students), Brigham Young University was the winner for development of a campus-wide telecommunication facility and related services which enhanced the ability of the faculty, staff, and students to communicate and to use information in their academic and administrative endeavors.

Winner in the middle enrollment category (1,001–5,000 full-time students) was Fairfield University in Fairfield, CT. Their project resulted in the upgrade of the voice, video, and data technology infrastructure campus-wide and included the installation of fiber-to-the-desktop across the entire campus, installation of video transmission to classrooms and residences, bringing Satellite Communications for Learning (SCOLA) and more to the campus, and implementation of a new phone system that included voice mail for administrators, faculty, and students.

Member Service Awards

ACUTA appreciates everyone who participates in the Association and seeks to recognize members who give of themselves year after year. Only one 20-year service pin was awarded this year. It went to JoAnn Kaelin of the University of Louisville. In addition, there were ?? five-year pins, ?? ten-year pins, and ?? fifteen-year pins.

Achievement Awards

In recognition of their contributions to ACUTA, higher education, and the telecommunications profession, Achievement Awards were presented to the following: C. Edward Bales, Laramie County Community College; Randy Collett, Central Missouri State Univ.; Ruth Drozin, Bucknell Univ.; Susan J. Fisher, Univ. of Connecticut; Corinne Hoch, Columbia Univ.; Mark Kuchefski, Indiana Univ.; John Meickle, Yale Univ.; Anthony Tanzi, Brown Univ.; and Jan Weller, Univ. of Kansas.

Takin' Care of Business Award

The Publications Committee expressed appreciation to everyone who shared stories of how they handled a crisis on their campus. Robert Aylward, Univ. of Wyoming, won the first annual Takin' Care of Business Award for his story about the fraternity pig and cable roast.

Certificates of Appreciation

The following people were honored with Certificates of Appreciation for their work with committees, region meetings, or the resource library: Kevin Adkins, ACUTA staff; Dave Barta, Univ. of Oregon; Buck Bayliff, Wake Forest; Janice Bellman, Ameritech; Linda Bogden-Stubbs, SUNY Health Science Ctr.; Lew Brashares, Anixter; Bob Bursick, Wayne State Univ.; Randy Collett, Central Missouri State Univ.; Fred Davenport, AT&T ACUS; Fred Dorsey, Bell Atlantic; Tom Eley, Fishel; Michael Enyeart, Indiana Univ.; Howard Landfair, Indiana Univ.; Howard Lowell, Colorado State Univ.; Ferrell Mallory, Brigham Young Univ.; Bruce McCormack, Brock Univ.; Tony Mordosky, Millersville Univ.; Dave O'Neill, Washington State Univ.; and Sydney Paredes, U.S.West also received Certificates.

Marv Peck, Emory Univ.; Ron Pointer, St. Louis Univ.; Terry Robb, Univ. of Missouri; Pat Scott, ACUTA staff; Pat Searles, Cornell Univ.; Tony Tanzi, Brown Univ.; John Unverferth, U.S.West; Nancy Wells, ROLM; David Wirth, Adelphi Univ.; and Fred Wood, SUNY Buffalo were recognized as well.

First Timers Award

For collecting all the necessary signatures and answering all the questions correctly, Suzanne Guedea, Univ. of Texas, won first place in the First-Timers Contest. Second place winner was Cheryl McLean, Univ. of Manitoba, and third prize was awarded to Gail Schapowsky, Univ. of Kansas.
And now, live from Anaheim, ACUTA proudly presents...

23rd Annual Conference

The Anaheim Hilton was a glamorous site!

The Registration Desk was busy all week.

Our hosts were California State, Long Beach & University of California, Irvine.

Attendees could choose from 4 or 5 sessions every hour.

Coffee breaks provided excellent opportunities to meet new people.

Our first annual Show 'n' Tele-com was a big success.

First-Timers needed signatures from ACUTA committee members, Directors, and staff to win the big prize.
The Exhibit Hall provides an opportunity for vendors and users to meet and explore options together...

Listening...

... Learning...

... Looking...

... and enjoying!

There's something for everyone in the Exhibit Hall!
Feature Presentations...

We had guest stars...

... special appearances...

... and a supporting cast of hundreds!
Filmed on Location...

What would a Hollywood banquet be without Marilyn, Elvis, and a great band like the Hodads!

Everyone got better acquainted at Wild Bill's Wild West Extravaganza Monday night!
The confident decision maker

Highlights of presentation by Roger Dawson

"Why be a good decision maker?" Roger Dawson began by asking his audience. Then he explained, "Because everything you are right now is a result of the decisions you've made in the past, and everything you will become in the future depends on your ability to make the right decisions from this point on."

This presentation at the Annual Conference was a one-hour lesson in forming an effective decision-making process. His first advice was that everyone needs to have a system for making decisions. Having and working a system ensures the decision maker that even when a decision doesn't achieve the desired results, he or she made the right decision given the information on hand at the time. Having a system removes stress and makes the decision maker a better delegater and a better persuader.

Dawson offered a list of things to consider before categorizing a decision:
• Is it a problem or an opportunity?
• Does the problem require a complex decision?
• Are there existing guidelines to follow?
• Is it a money problem or a people problem?
• What would happen if you did nothing?
• Is the problem unique?

Next he suggested there are four types of decisions: In the first type, there is a right and a wrong answer. Dawson suggested three ways of dealing with this type: the intuitive "On a scale of 1-10, how do I feel about this" method; the Ben Franklin list of pros and cons system; or the report card comparison. In the second type, there are several choices available from which to choose. Some ways of handling these decisions are the handicapping method, reaction tables, decision trees, or fault trees. Third, there is no apparent solution to the problem, for which more options need to be developed. And fourth, it's a go or no-go decision. For this type, he suggested decision makers ask themselves, "What are the consequences of 'no go'?"

Another step in the decision-making process Dawson described is to ask the question, "Do I have enough information to make a decision?" He suggested keeping files for information that may be useful in the future when a need can be anticipated. Then when the time arrives to make the decision, the information is gathered already. Never, he advised, be pressured into a decision without enough information.

Dawson cautioned that most people are too optimistic when they make decisions and make assumptions that lead to bad decisions. "We think we know more than we do and we are unwilling to admit when we don't know something." To illustrate this principle, he asked ten questions which called for an answer that lay within a range. The less sure the participants were of the answer, the broader the range they proposed should be, so there should not have been any wrong answers—if participants were willing to admit their best guess was only a guess. The audience's reaction indicated the typical reluctance to admit ignorance in most cases—a revealing look at human nature.

After talking about some information "drifts" that result in inaccurate information and some problems with blueprinting the decision (being too far from, familiar with, or close to the problem; misstating the problem; and more), Dawson described some methods for generating more options when there are no apparent solutions. Some of these ideas were to "visualize the opposite of the situation... visualize yourself finding the perfect answer... run the decision by a series of role models... look at the problem from another planet... and imagine what you'd do if you knew you couldn't fail."

In conclusion, Dawson described the following characteristics of a confident decision maker:
• Have a high tolerance for ambiguity
• Have a well-ordered sense of priorities
• Be a good listener
• Always build consensus around a decision
• Avoid stereotyping
• Remain resilient ("Be firmer than flexible, more yielding than rigid.")
• Be comfortable with soft and hard input
• Be realistic about cost and difficulty
• Avoid decision minefields. ("If experts tell you it will work, they must be right" is a decision minefield. Dawson reminded his audience that "The world is full of articulate incompetents."

"If experts tell you it will work, they must be right" is a decision minefield.

...Remember, the world is full of articulate incompetents.
Positive about change
Highlights of presentation by Joe Calloway

As a professional speaker, Joe Calloway attends meetings constantly. He deals with a broad range of industries and audiences, but says they all face one issue today: Rapid change. The key survival question today, according to Calloway, is “How well do you change?”

Change affects every business, making the basic approach to planning, managing, and strategizing “a whole new deal” says Calloway. “A lot of organizations are struggling, trying to deal with a new reality with the same old rules and it just doesn’t work. Under the old 10-year plan, we knew who we were, where we were, what we did, and where we were going. In 1994 it’s difficult to answer those questions because in ten years everything could change.”

Quoting the head of the Institute for Information Industry in Taiwan, Calloway told his audience, “Success depends today not on one right choice, but on the flexibility in moving from one right choice to another right choice quickly enough.” In an environment that consists of change, he recommended that leaders concentrate on maintaining and improving flexibility, saying that a key competitive factor for any company today is the ability to turn change into a motivator rather than a demotivator.

Emphasizing that yesterday’s rules will not work with today’s problems, Calloway quoted Einstein saying, “We cannot solve problems with the same mentality it took to create the problems. We must all have more than one way to approach a problem. To find out what works, we need to look beyond the issue-by-issue approach.”

Calloway then suggested five new rules to remember in order to succeed today.

First: Stability now depends on flexibility. While the old indicator of stability was same-ness, today’s most successful companies—and individuals—say “we can change on a dime if we have to.” To maximize your value, or the value of your organization, in today’s marketplace, says Calloway, “Get flexible.”

Second: Success is dangerous. Once everything starts to work, the great temptation is not to change. People start to coast. There’s a cliff that is the unknown, and there are two kinds of companies in the U.S. today, suggested Calloway: those that are headed for the cliff and know it, and those that are headed for the cliff and don’t know it.

The third new rule is there are no more sacred cows. Warning against a no-questions-asked policy, Calloway advised everyone to encourage workers at all levels to look continually for ways to do things more efficiently, more effectively, more economically. The days of “we can’t touch that one” are over, he said.

Next he admonished his audience “Don’t always be so realistic.” Assumptions get us in trouble, Calloway suggested as he emphasized the need to question the rules. “Who says it has to be done this way?” is a good question for today’s business environment.

The last of the new rules Calloway deemed the engine that drives everything else: “Here’s the answer to everything,” he said. “It depends on how you look at it. That’s the answer. Every decision starts with how you look at it. You make decisions based not on information, but on your perception of information.” Two individuals who are given the same information may act on it in totally different ways, said Calloway, so processing the information depends on “how tough, smart, creative are you?” To illustrate this idea, he asked who in the audience was afraid of big dogs. Then he suggested that she visualize a really big dog entering the room and heading straight for her chair. He asked what she felt like doing, and she said she felt like running away. Then he asked who liked big dogs. When this person visualized the big dog headed his way, he did not feel the fear the first participant did. So the same information triggered opposite responses.

Every decision process involves perception, analysis, judgment, strategy, conclusion, action, and a result, according to Calloway. Achieving success in today’s changing world requires that we be flexible enough to get through this process quickly and comfortably.

Bring the Conference to Your Office!

Tapes and handouts of most sessions are available.
For more information, contact
Kellie Bouman,
Membership Services Coordinator
(606) 278-3338.
The Info Superhighway: How are your on-ramps?

Highlights of presentation by Annette Leal

Annette Leal, Vice President of Public Sector Markets for USWest, opened her multimedia presentation with a vision of the future and the role of information in tomorrow's world. "The world we envision is one of great optimism, where communities across the country are drawing together to enhance life. Ours is a future," she suggested, "in which the achievement of human potential comes closer than ever within our reach." What makes it even more exciting, she continued, is that "we work in a field which can turn these possibilities into reality."

Information is emerging as perhaps our greatest resource, according to Leal. "Our success, our ability to compete, even our very survival could depend on our ability to acquire and process information with speed and efficiency."

Because technology does not discriminate, Leal remarked, combining education and technology changes the way people think. "Multimedia presents information in such radically different ways that the reasoning process, the assimilation process, changes. When information and different media are mixed with young minds, the result is a new alloy that can forge some of the finest thinkers that the world has yet produced."

Leal described these as the "formative years of the Information Age," stating that "never have so many millions had access to such a mass of knowledge." According to her sources, the Internet has a million new subscribers each month, but she described the Internet as being in its "first primitive steps on the road to interactive wonders that have barely been imagined yet."

Quoting Albert Einstein, Leal remarked, "Imagination is more important than knowledge." Vice President Gore has envisioned a seamless web universally deployed bringing technology to all America. But the challenge is how to begin, where to invest, and who should do the work.

Leal used USWest's involvement in projects within the state of Oregon to illustrate their commitment to a goal of access for all schools by the turn of the century. "New curriculum development, strategy and planning techniques will only be a part of a cohesive approach to problem solving. Our role shows that to improve peoples' lives, education, health care, and public safety are catalysts for change." She then cited examples of how electronic access is changing lives in remote areas across the country.

According to Leal, USWest's new Community Interest Networks (COIN) program tailors content and technology to meet the highest priority requirements of the community. "The importance of building creative partnerships is the ability to bring skills of the public and private entities together, engaging learners, industry, and government directly in the solution. The result is practical applications, not just technology."

To demonstrate the power of multimedia, Leal used the Holocaust Museum presentation, designed to reach people of no technical skills or high level skills. This project includes access to five relational databases, extensive photos from archives, maps, interviews, and more.

"Access to information is powerful, but the next step toward the vision we spoke of earlier is interaction. Interactive access to information allows us to build on the knowledge; it gives us choices. No organization can do it alone," she concluded. "That's why we are forming unprecedented partnerships. Technology is only a small part of the solution that must include content, purpose, and value. We must combine resources to make an impact."

Conference quotes

"Our future depends on our ability to use diversity as a positive force."
—Ray Horak and Lilian Golembiewski
LIDO Organization

"Remember, with Internet there's no one in charge. They offered the job to someone from a Third World country, but he wouldn't come—the life expectancy was too short!"
—John Powers
Powers & Company

"The current environment in distance education is characterized by crisis, confusion, and skepticism...Someday soon we will see the world as a classroom."
—Don Foshee
US Distance Learning Association

"Information is emerging as perhaps our greatest resource."
—Annette Leal
US West
Disney and Regional Bells

According to a story in the New York Times (8/9/94), the Walt Disney Company is forming a partnership with Ameritech, BellSouth, and Southwestern Bell, to provide video services (movies on demand, interactive home shopping, educational programs, games, and travel assistance) over 50 million telephone lines in 19 states. The project will include development of an on-screen navigator, described by one analyst as "like owning TV Guide in the past. The navigator will be influential in determining what people watch. It is controlling the menu."

Living in a Techni-culture

The Electronic Messaging Association, according to Information Week (8/29/94), says the number of workers using e-mail in Fortune 2,000 companies is approaching 15 million this year, up from 9 million three years ago. Meanwhile, the Bureau of Labor Statistics says one out of every four new jobs goes to a technical worker. The Bureau predicts that technical jobs will represent a fifth of total employment within a decade.

Don't pick up the phone

They may not appear as small triangles mounted on your shoulder, but hands-free phones will be coming soon from Bell Northern Research in response to growing sales of home computers.

Preventive health care for PCs

The Wall Street Journal (8/29/94) reports that IBM researchers are working on an "immune system" that would automatically identify and neutralize through digital antibodies any new viruses detected in a computer. A "kill signal" would then go out to other computers in the network, inoculating them and stopping the spread of the virus. IBM's approach makes use of neural-net technology to automate part of the virus-detection process.

Holography-based storage

From the Washington Post via Edupage: Researchers at Stanford University demonstrated a prototype storage device that uses holographic technology to hold massive amounts of computer data in a three-dimensional space the size of two sugar cubes. Hologram technology uses lasers to record images on crystal materials in the form of two-dimensional "pages." A holographic device could store 1,000 times more data than today's computers and retrieve the data 100 to 1,000 times faster.

Privacy killed on the Info Highway?

The Ottawa Citizen (8/10/94) relays a warning from Canada's Privacy Commissioner that privacy will be the first roadkill on the info highway as consumers use technology more in their everyday lives. He urges the federal government to introduce legislation to protect misuse of personal data processed by communications systems.

And from the Atlanta Journal-Constitution (8/11/94): The CIA plans to start using the Internet for gathering information. Of course, it will configure its systems to prevent file transfers in the opposite direction, because connecting to the net increases the danger of security breaches by hackers.

Reaching the unlisted

The New York Times (8/11/94) describes a new Nynex experimental project: If you call directory assistance only to find that the party you want has an unlisted number, you will be given the option of paying a dollar and leaving the person a message; the computerized system will then call the unlisted number and play the message. People with unlisted numbers will be able, if they want, to refuse messages.

Virtual reality at your fingertips

From the Wall Street Journal (8/23/94) via Edupage: An MIT student has developed the Phantom—a force-reflecting device that provides a virtual tactile experience, mimicking the feeling of handling a scalpel or sculpting a car fender, the results of which are then displayed on a computer screen. A small robotic arm connected to a thimble exerts pressure in the thimble against one's finger, giving the illusion of touch. "It's a beautiful piece of work," says a researcher at Interval Research Corp., which owns four of the 13 Phantoms sold to date. The device sells for $19,500, a fraction of the $200,000 or more charged for comparable systems developed by other companies.

More bar codes for you and me

Investor's Business Daily (8/29/94) says two-dimensional bar codes are on the horizon, and U.S. citizens will soon find them stamped on driver's licenses and automobile titles and registrations, analysts predict. The new bar code system stores information as tiny black and white squares in a grid, as opposed to the one-dimensional stripes used now. The market for 2-D bar codes was about $1.2 million in 1993, and is expected to rise to $60 million by 1997.
Information resources workbook available

Scott Siddall
Kenyon College

Kenyon College is pleased to announce the online availability of the 1994 edition of the Workbook for Kenyon’s Summer Institute on Academic Information Resources, a 280-page indexed document that guides faculty and student exploration of new and traditional information resources. This resource was developed collaboratively by the professional staffs of Kenyon’s Library and Information and Computing Services. The 1993 edition of the Workbook won the ACM SIGUCCS (User Services) award for best training material. The 1994 edition has been updated and reorganized along the pedagogical themes of information discovery, communication and collaboration and the classroom experience. The workbook was produced as part of a project to enhance learning, funded by the Pew Charitable Trusts in a grant managed by Brown University.

The Workbook is available on-line as browsable chapters or as a printable, formatted document (in PostScript).


You can browse the Workbook by chapter or retrieve a complete PostScript version of the formatted document.

FTP: FTP to ftp.kenyon.edu. Log in with the username anonymous. Provide your e-mail address as the password. The workbook is located in \pub\pub\e-pubs\workbook as three files: readme (text); wbook1.zip (binary); wbook2.zip (binary).

For more information, contact Scott E. Siddall, Project Director and Director of Academic Computing. E-mail address siddall@kenyon.edu.

Vendors, vendors everywhere!

A packed exhibit hall and a multitude of corporate-sponsored functions were evidence of the continuing vendor community commitment to supporting ACUTA events. The 400+ full-conference attendees were equally committed to learning all they could from participating vendors.

Attendees were treated to 59 diverse telecomm exhibits including long distance, PBX, voice mail, cable/wire/hardware, CPE, fiber, secondary market, outside plant, call accounting, TMIS, consulting, coin/emergency phones, ADA-compliant equipment, compressed video, distance learning, independent telcos, and RBOCs.

A number of corporations generously sponsored many of the meal and social functions that afford peer networking opportunities to attendees in a relaxed and often festive atmosphere. Attendees gave very high ratings to both the exhibits and meal/social activities in the conference evaluation survey. A significant number of comments suggested that more dedicated exhibit time be scheduled in the future. The Anaheim program had more educational sessions than past conferences, which were overlapped with exhibit time. Suggestions are already being incorporated into next year’s conference schedule.

ACUTA gratefully acknowledges the support provided in Anaheim by the following vendors:

ACCU Long Distance Corp.
ALLTEL Supply, Inc.
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AMP, Inc.
AMTEL Communications, Inc.
Anixter Inc.
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ACUTA Events Calendar

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Editor's Notes...

From Chronicle of Higher Education (8/10/94)

A new virus capable of disabling computers can infect any computer using the MS-DOS operating system, according to the U.S. Energy Dept. 'KAOS4' has spread through software downloaded from USENET. The primary symptom is a freeze-up as the system is booted. Check your command.com file for new files that contain the word 'KAOS4.' AT&T, Ameritech, and NYNEX are pulling the plug on telabuse, adopting policies designed to end 800/900 toll fraud. See next month's ACUTA News for a detailed report....Make this YOUR newsletter! Send successes and bloopers to Pat Scott, ACUTA, 152 W. Zandale, Lexington, KY 40503.

Position Available

Asst. Vice President for Information Systems and Services
George Washington University

Responsibilities: Oversees and/or coordinates info. tech. units responsible for support of instruction; research; voice, data & video communications; & administrative information systems. As chief information specialist within the University, provides direction & coordinates technology activities in & among various communication constituencies of the institution. Active in administrative & academic committees, advocates communication needs of entire community.

Requirements: Strong technical background, 10+ years of experience & proven management skills.

Apply to: Letter of application, resume, plus 3 refs to: Ms. Lynn Shipway, for the Search Committee; Asst. Vice Pres. for Info. Systems & Services; 2150 Pennsylvania Ave.; H. B. Burns Bldg., Ste. 1-411; Washington, D.C. 20032

The George Washington University is an affirmative action/equal opportunity employer.

Position Available

Computer Services Administrator
ACUTA

The following new position has been created in the ACUTA national office in Lexington, KY, for implementation of electronic access to the Association's information and networking resources. We invite referrals from ACUTA members, although reimbursement for relocation expenses is not available.

Responsibilities: Assist with planning and implementation, then administer new office LAN and national BBS services for a 900-member international college & university telecommunications association. Develop and/or enhance applications for said services. Ensure integration/compatibility of file, communication, and fax servers along with voice mail and CTI application. Implement and support process for converting paper library documents and other resource materials into electronic format.

Qualifications: B.S. in computer science, management info systems, or related field; previous experience with Internet, database applications, LAN administration. Telecommunications and/or BBS exp. required. Flexibility, team-player attributes required for small staff integration.

Salary: Competitive, commensurate with education, experience.

To Apply: Submit cover letter and resumé to: Jeri A. Semer, ACUTA, 152 W. Zandale, Ste. 200, Lexington, KY 40503. ACUTA is an equal opportunity employer.

Have you paid your dues?

Second dues notices were mailed August 15 to those members who had not yet paid. Annual dues must be received in the ACUTA office by October 1 in order for you/your institution's name to be included in the 1994-1995 Membership Directory. If you have not received your dues notice, please contact Eleanor Smith at the ACUTA office immediately.

Welcome New Members

June 28—August 25, 1994

Institutional Members

- Central College, McPherson, KS. Kendel R. McIlvin (316) 241-0723
- Columbia-Greene Community College, Hudson, NY. Sandra Kirkup-George (518) 828-4181
- El Paso Community College, El Paso, TX. M. E. Wolf (915) 775-6101
- GMI Engineering & Mgmt Institute, Flint, MI. Donald J. Vantine (810) 762-9884
- Jefferson Comm. College, Watertown, NY. Donald J. Horton (315) 786-2254
- La Sierra University, Riverside, CA. Evelyn Ramirez (909) 795-2900
- Lincoln University, Lincoln University, PA. Chuck Darney (610) 932-1064
- Marymount College, Rancho Palos Verdes, CA. Denise M. Quinones (310) 377-5501
- Mount St. Mary's College, Los Angeles, CA. Robert M. Thies (310) 471-9886
- North Carolina Central Univ., Durham, NC. Roy R. Cappadona (919) 560-5092
- Rosary College, River Forest, IL. Rita Olinski (708) 524-8750
- Southwestern Adventist College, Keene, TX. Steve Sowder (817) 645-3921
- Tennessee State University, Nashville, TN. Tim Warren (615) 320-2469
- Trinity University, San Antonio, TX. Larry Barron (210) 736-8411
- University of Wisconsin, Oshkosh, WI. Mary K. Hale (414) 424-0377
- Walla Walla College, College Place, WA. Robert Gates (509) 527-2233
- Winona State University, Winona, MN. Joanne Rosczyk (507) 457-5053

Corporate Affiliates

- Multimedia Communications Services Corp., Marietta, GA. Spencer Jourdair (404) 528-9474
- Physical Optics Corp., Torrance, CA. Chris Walters (310) 530-1416
- Teleplanning Associates, Yukon, OK. Larry Treas (405) 350-1548
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**Highlight:** Developing Excellence in Ourselves and Others
- **Speaker:** Dr. Patricia Zigaray

**Vision of Technology in Higher Education**
- **Speaker:** Arthur Glover

**Wireless/Cellular Communications**
- **Speaker:** Joe Massey

**Integrated Services for Student Housing**
- **Speaker:** Ken Rodgers

**Regulatory Update**
- **Speaker:** William Malone

**Changes to North American Numbering Plan**
- **Speaker:** Ross Johnson

**ACUTA Info Forum: Building on the Network**
- **Speaker:** Dr. James Cross

**Video & Multimedia Networking**
- **Speaker:** Gary Audin

**High Speed Network Technologies (Part 1: ATM/SONET)**
- **Speaker:** Paul Petroski, Jeff Marcon

**Emergency Communications on Campus**
- **Speaker:** John Powers

**Campus 2001**
- **Speaker:** Don Foshee

**Learning without Boundaries**
- **Speaker:** Gary Audin

**High Speed Network Technologies (Part 2: SMDS)**
- **Speaker:** Annette Leal

**Justifying Fiber to the Desktop**
- **Speakers:** Michael Ciolfi, Tony Beam

**Update: Americans with Disabilities Act (ADA)**
- **Speaker:** Pam Holmes

**Emerging Technologies: Wireless/Video/Broadcast**
- **Speaker:** Lillian Golienewski

**Fraud, Waste & Telabuse**
- **Speaker:** John Haugh

**High Speed Network Technologies (Part 3: Frame Relay)**
- **Speaker:** Gary Audin

**Marketing Your Telecom Services**
- **Speaker:** Ture Nycom, Judy Roberts

**Future-Proofing Your Campus Network**
- **Speaker:** Curt Shawer

**Understanding Telecom Networks (Part 1: Transmission Fundamentals)**
- **Speakers:** Ray Horak, Lillian Golienewski

**Delivering Just-in-Time Multimedia Programming**
- **Speaker:** Howard Major

**Panel: Managing Voicemail**
- **Speakers:** Judith Coleman, Carmine Piscopo, Wendy Nichols

**Gold in Them That Bills**
- **Speaker:** Lilli Steinberg

**Understanding Telecom Networks (Part 2: Network Players, Technologies & Services)**
- **Speakers:** Ray Horak, Lillian Golienewski

**Highlight: The Confident Decision Maker**
- **Speaker:** Roger Dawson

**Using Voicemail to Improve Student/Faculty Interface**
- **Speaker:** Michael Tkacz

**Competitive Centrex**
- **Speaker:** Geoffrey Trisch

**Panel: Financing Data Services**
- **Speakers:** Donald Peterson, Richard Parker

**Understanding Telecom Networks (Part 3: Digital & Data Network Basics)**
- **Speakers:** Ray Horak, Lillian Golienewski

**Student Long Distance: ISU's Success Story**
- **Speakers:** Bill Blomgren, Sharon Stille, Jim Shearburn, Chris Brennan

**Contingency Planning Using Voicemail**
- **Speaker:** Robert Davis

**Creating a Strategic Partnership with Your Vendor**
- **Speaker:** Jeanne Sawyer

**PBX Replacement Using Cost Containment**
- **Speaker:** Don Hoover

**Reorganization: One Year Later**
- **Speaker:** Pat Searles

**Implementing a Telemanagement System**
- **Speaker:** Randal Burns

**Centennial College's Information Design Center**
- **Speaker:** James Montgomery

**Changing Role of the Telecom Manager**
- **Speaker:** Scott Street

**Starting Student Resale in a Small School**
- **Speaker:** Craig Dunton

**Improving School Systems with Voicemail**
- **Speaker:** Don Burkland

**Strategic Planning for Wireless Networks**
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**Highlight: Positive About Change**
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