ACUTA eNews June 1993, Vol. 22, No. 6
Peter Meyer promised participants in the Strategic Planning seminar in Vancouver they would gain three things from his presentation: knowledge, a start on some practical work to take back, and a level of comfort with the strategic planning process.

Meyer, president of The Meyer Group of Scotts Valley, California, described five actions that define the planning process:

1. **Set success criteria.** Determine where you want to go and what you’re going to get done.

2. **Look at the forces that come to bear.** There are three forces that must be reckoned with: customers or participants, resources, and environment. Good or bad, they must be dealt with. He made the point that if you know what forces will play a part, you may be able to plan ahead to get around them or capture their force to make it work to your advantage.

3. **Determine a strategy.** Three types of strategy include power, where strength outweighs opposing force by a substantial margin; niche, where the ground rules may change or an opportunity separated out; or wait-until, a conscious response bounded by a time or event.

4. **Form objectives.** Objectives should be both SMART and important. They should lead to doing the task or action plan. The objectives will tell you what resources you need.

5. **Obtain support.** According to Meyer, “The most important thing to take away from this conversation is that you start gaining support with what makes this successful. You want the administration, students, doctors, all participants to buy into your success criteria.”

Asked why they came to this seminar, participants indicated they wanted to leave with working examples, illustrations of successful strategies, instruction in measuring success, information relevant to gaining support and acceptance of a plan, and a methodology to develop a plan. They also needed to know how to improve relationships with students, how to integrate or coordinate fragmented systems, and how to get departments to work together.

When Meyer asked his audience, “How is planning going from your perspective; what works, what falls short?,” responses indicated a general dissatisfaction with the planning process on most campuses. Participants responded they were “unable to pull it down to what’s important.” Some said, “Great plan, but no funding,” and, “A group of people developed a plan but not the people who are implementing it. It isn’t communicated.” Meyer indicated that it is fairly common not to have a long-term process, saying that many companies don’t do long-term planning and have the same problems yet no way of dealing with them.

A discussion of the questions, “Who does telecommunication planning and why?” and “Who does not plan and why not?” elicited the following comments from participants:

Everyone plans but they plan at different levels. The unknown or unexpected tends to bring planning to a halt. Even if you do
Telemedicine Extends Direct Patient Care to Rural Kansas

By Bill Mahler
Executive Director, Dept. of Information
Kansas University Medical Center

During the late 1970s, the University of Kansas Medical Center established five Area Health Education Centers to address the problem of rural access to medical care. Since then, they have served 105 counties, organizing and supporting subspecialty outreach clinics, providing educational programs on a recurring basis, and serving as a liaison between local healthcare providers, patients, and the KU Medical Center.

In November, 1988, a rural primary care physician, Robert Cox, met with representatives of the KU Med Center to discuss the feasibility of telemedicine as a modality to further extend direct patient care to rural Kansas. After studying the technologies available, it was determined that compressed video offered the most cost-effective approach. Compressed video was selected because special networks (dedicated leased lines or fiberoptics) were not required. Compressed video utilizes commercial common-carrier telephone services available in Kansas, nationally, and internationally. The KU Med Center program operates on the state KANS-A-N network using the equivalent of six simultaneous long-distance telephone (voice) calls. Thus, compressed video provides the opportunity for virtually unlimited access throughout the state of Kansas. The system provides two-way interactive audio and color video communications between two or more locations.

A clinical compressed video pilot program was established in early 1991. Since implementation, approximately 400 patients have been "seen" using this technology. Subspecialty participation has included pediatric cardiology, endocrinology, neurology, surgery, oncology, and more. The system has also been used to support medical emergencies.

A typical telemedicine encounter begins with the usual preparation followed by a short patient orientation by a nurse or physician familiar with the system operation. The patient interacts directly with the physician who is many miles away. The patient is presented by the referring physician and a history is elicited in the normal fashion. A physical examination is accomplished with the assistance of the remote physician or nurse as proxy. Heart and breath sounds are transmitted by electronic means, the camera will allow accurate assessment of skin changes and other visual physical findings. The system has also been used to satisfactorily evaluate a patient's gait and movement abnormalities. The consulting physician may read a live or

See "...Telemedicine" on page 7
Vancouver Seminar Provides Learning and Networking Opportunities

Those who attended the seminar in Vancouver, British Columbia April 18-21 expressed confidence in ACUTA events as an excellent source of information on timely topics and a unique opportunity to meet with peers from across the nation and Canada.

Two tracks, “Strategic Planning for Telecommunications” and “High Performance Wire and Wireless/Cellular,” provided attendees with valuable experience in planning and useful information applicable to the university telecommunications arena. (Details of Peter Meyer’s presentation begin on page 1.)

Special thanks to the following people who were willing to be drafted to serve as official scribes, facilitators, and moderators: Brian Boring, Collin County Community College; Stephen Gooley, Indiana University; Frank Conforti, Johnson & Wales University; Dr. Jim Tom, University of British Col.; David Kaun, Univ. of Wisconsin; Paul Petroski, University of Maryland; Margie Milone, Kent State; Mary Pretz-Lawson, Carnegie-Mellon University; Glenn Jackson, Mount Royal College; and Steven Wriston, University of Saskatchewan. Many thanks also to Margie Milone for sharing these photos taken at the seminar.

Coley Burton, ACUTA President, Undergoes Surgery

Normally you would find a message from ACUTA President Coley Burton on this page. Because of unanticipated surgery, Coley does not have an article this month.

Coley entered Boone Hospital in Columbia, Missouri on Monday, May 17 after a routine checkup and X-ray revealed a tumor in his lung. The tumor was determined to be malignant, and part of his lung was subsequently removed.

At the time this newsletter went to press, Coley’s condition was improving and doctors were confident of success. He expects to be back at work in about 6 weeks. If you’d like to send a card, his home address is: 208 Defoe Drive, Columbia, MO 65203.

We certainly wish Coley a speedy recovery, and look forward to seeing him at the Annual Conference in Nashville in July!
Motorola Presents TQM at Annual Conference

Bill Smith, Vice President and Senior Quality Assurance Manager for Motorola's Land Mobile Products Sector, will present Total Quality Management at Tuesday's General Session at the annual conference in Nashville this July.

Achieving world class quality is the result of a compelling vision implanted in the minds of the people by the leadership of the organization, establishing a uniform measurement of quality which is directly related to the attainment of that vision, setting a "reach out" goal for the improvement of that measurement, and training all people within the organization in the knowledge and skills necessary to achieve those aggressive goals.

Motorola's compelling vision is "Total Customer Satisfaction." Its Six Sigma quality initiative ordains a common quality metric, and sets aggressive long range improvement rates. Quality improvement has been totally integrated into operations at Motorola.

Attack of the Caller Tomatoes

From a recently submitted back issue of the Keene State College Telephone Talk we learned that Emergency 911 dispatchers in Maryland traced a series of several dozen 911 calls in which the caller quickly hung up, to a local suburban Maryland residence. There they discovered the source of all those emergency calls: An overripe tomato in a sunny window exploded, dripping juice into the telephone, shorting out the electronics, and causing a 911 dialing spree!

Three Regions to Elect New Directors

By Kellie Bowman
ACUTA Membership Services Coordinator

The slate of nominees has been approved for election of Regional Directors for ACUTA’s Northeast, Midwest, and Canada regions. Ballots were mailed May 19, 1993 to voting representatives in these regions and must be postmarked by June 11, 1993.

Nominees for the Northeast region are Sue Fisher, University of Connecticut, and Tony Mordosky, Millersville University. Nominees for the Midwest region are Harry Kyle, Oklahoma State University, and Jan Weller, University of Kansas. Canada nominees are Glenn Jackson, Mount Royal College, and Bruce McCormack, Brock University. Elected Directors will serve a two-year term.

For more information, contact Kellie Bowman, Membership Services Coordinator, in the ACUTA office at (606) 252-2882.

ACUTA Office Recycles

Did you know: Americans use 2.5 million plastic bottles every hour? We throw out enough aluminum each day to manufacture 30 jets? The energy saved from just one recycled aluminum can will operate a 75-watt light bulb for 8 hours? It takes 500,000 trees to make the newspapers America reads on a typical Sunday?

The staff of the ACUTA office now recycles office paper. We’re also donating to a local school partial sheets of peel-and-stick labels that are unusable on our laser printer. And, beginning with this issue, the ACUTA News will be printed on recycled paper.

Tell us your recycling secrets and we’ll be sure everyone hears about them!

ACUTA Calendar

- Fall Seminar
  Traverse City, MI
  Oct. 17-20, 1993

HOTEL: Grand Traverse Resort
TOPICS: Telecom Mgmt. Info Systems
• Financial Mgmt. Under Austerity Conditions

- Spring Seminar
  Baltimore, MD
  April 24-27, 1994

HOTEL: Hyatt Regency Hotel
TOPICS: To be announced

- 22nd Annual Conference
  Nashville, TN
  July 18-22, 1993

HOTEL: Opryland Hotel
TOPICS: • Management • Regulatory Issues
• Professional Growth • Voice, Data and Video • Users Groups • Regional Meetings

- Winter Seminar
  Palm Springs, CA
  Jan. 9-12, 1994

HOTEL: The Westin Mission Hills Resort
TOPICS: To be announced
By Owen Ullman
Knight-Ridder News Service

At the end of the 18th century, America was an agrarian society that prospered as it reaped bountiful harvests from its rich soil. At the end of the 19th century, America had transformed itself into an industrial giant powered by a string of breakthrough inventions: the steam engine, the telegraph, the railroad locomotive.

At the end of the 20th century, America is changing again—the result of revolutionary high-tech advancements, exploding international trade and a massive shift from blue-collar to white-collar jobs.

The United States is entering the age of international innovation. The goal is to be the world's leading source of sophisticated products, essential services and exciting ideas.

As Americans enter the new era, the changes are frightening and painful to those caught in the upheaval, just as they were 100 years ago.

Even the 1950s and 1960s, an aberrant period that is now widely viewed as the Golden Age of the American economy, were preceded by decades of massive societal strain and dislocation. America had its teeming cities, factory sweatshops and the Great Depression.

Today, things seem terribly wrong again. Blue-collar workers thought they had sweet deals for life in the steel mills and auto plants, which offered high-wage jobs for people with limited education and skills. Now, these workers are being tossed out, forced to learn new trades and accept lower-paying jobs.

The same is happening to educated white-collar workers who thought they had it made at IBM and other Fortune 500 companies. But competition is pressuring companies to trim jobs, pay and benefits.

Still other jobs are being lost to foreign countries with cheaper labor and to foreign imports with cheaper price tags.

It now takes two incomes for the average family to improve its standard of living—or just keep pace with inflation.

Troubling as the present seems, the future offers great opportunities if Americans recognize the seismic revolution underway and learn to take advantage of the coming trends instead of resisting the inevitable.

"We are living through a transformation that will rearrange the politics and economics of the coming century," Labor Secretary Robert Reich wrote in his 1991 book The Work of Nations about the stark challenge before the country.

"There will be no national products or technologies, no national corporations, no national industries. There will no longer be national economies....All that will remain rooted within national borders are the people who comprise a nation. Each nation's primary assets will be its citizens' skills and insights."

Reich and other economic thinkers generally agree on what the future holds: The global economy is upon the country and rapidly expanding.

Advanced computers, telephones and faxes have created a single international market, with $1-trillion in goods, services and cash moving around the world every single day.

Foreign competition will become even stronger. To maintain its position as the world's No. 1 exporter, the United States must bring innovative goods and services to the expanding world market.

To compete for good-paying jobs in the global market, workers will need good educations. A college degree and specialized knowledge—a foreign language, math, computer software—will be big pluses.

The employee of the future will also have to perform a variety of tasks. And it is highly likely that the employee of the 21st century will change careers often to keep up with technological advances and rapid shifts in consumer markets.

All this means the unpleasant prospect of change, disruption, uncertainty. But it cannot be avoided.


"Indeed, productivity growth and improvements in living standards cannot occur unless some workers are continually displaced."

America's challenge for the year 2000 is to help U.S. industries compete successfully.
Moderators Needed at Conference

Volunteers are being sought to serve as moderators and monitors at each session of ACUTA's 22nd Annual Conference in Nashville.

Modemtors meet their session’s speakers in the speaker ready room and escort them to the meeting room. Brief biographical information is provided to moderators in advance to facilitate introduction of the speakers. The moderator may supplement these biographical sketches with information gathered personally from the speakers. If speakers entertain questions after their presentations, moderators may preside as questions are asked, unless speakers wish to do this themselves.

Monitors distribute evaluation forms to all attendees as they enter and collect them as the attendees exit. The monitors also count the number present and deliver the completed forms to the speaker ready room.

A complete set of instructions will be provided to moderators and monitors at a meeting on Monday, July 19. Positions are assigned on a first-come, first-served basis.

If you’re interested in serving the Association in either of these capacities, contact the ACUTA office at (606) 252-2882 before June 25.

...Economy

(continued from page 5)

fully in the global economy with a skilled labor force earning good wages.

The experts might argue over details, but they agree on the basic steps to reach that goal:

- Free trade must expand, with the government ensuring that all nations follow the rules.
- Capital investment must increase to keep the nation competitive. Private investment will modernize existing industries and develop new ones; public investment will maintain a strong infrastructure.
- The U.S. education system must be overhauled to make sure that our work force is as well trained as workers in Germany, Japan and South Korea.
- Industries must be allowed to prosper or fail in the global market based on the quality and cost of their products. Protecting inefficient industries will drain scarce national resources.
- Government and industry must work jointly to provide dislocated workers unemployment assistance, retraining and new jobs so the workers can resume productive careers.

The bottom line for future workers is this: A changing workplace will be unavoidable, and education will provide the best defense against dislocation and unemployment.

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22ND ANNUAL CONFERENCE
Nashville, Tennessee
July 18–22, 1993

OPRYLAND HOTEL

Topics
- Management
- Regulatory Issues
- Professional Growth
- Voice, Data & Video
Plus
- User Groups
- Regional Meetings
...Telemedicine
(continued from page 2)

taped echocardiogram, radiographs (plane films, CTs, MRIs), EKGs, and lab sheets. The system provides either end the ability to video record the encounter including two-way audio.

Recently two premature infants with cardiac abnormalities were evaluated, on an emergency basis, by a pediatric cardiologist 270 miles away utilizing radiographs, EKG, and echocardiogram. Because of this system, transportation of both infants to the KU Medical Center or another tertiary care hospital was avoided.

In another instance, a 13-year-old boy experienced severe headaches and paralysis on the left side of his body. The rural pediatrician was concerned that his condition was very serious and contacted a pediatric neurologist in Kansas City. After a brain scan was completed, the neurologist had an interactive exam and discussion with the mother and boy and was able to diagnose a hemiplegic migraine. With prescribed medication, the young man was back on his skateboard within 3 hours of the onset of the problem.

Administrative and educational uses of the system have included faculty search committee interviews, Grand Rounds, continuing medical education, joint faculty meetings, and tumor boards. The KU School of Nursing and the Department of Dietetics and Nutrition have conducted graduate level classes with students located at Pittsburg State University and the KU Medical Center. A Nurse Practitioner education program initiated from KU Medical Center, Wichita State University, and Ft. Hays State University will begin in June 1993.

The evaluation process will continue throughout the life of the program. This process will verify the efficacy of health care delivery applications or modalities and their cost effectiveness. New applications or services, such as Grand Rounds and the formal Tumor Conferences, have been conducted and will continue in response to rural physician requests. These types of services will improve Continuing Medical Education opportunities, provide direct collegiate access to the medical community, reduce rural physician isolation, and may assist in recruitment and retention of rural physicians. The Hays Medical Center, Grisell Memorial Hospital, Ransom, and Hospital District #1, Girard, Kansas are now connected to the University of Kansas Medical Center through the KANS-A-N network.

Costs associated with a typical compressed video unit/system which include the CODEC, rollabout (cameras, monitors, audio system, etc.) multiplexor, auscultation equipment, and telephone company access is approximately $100,000 for each site.

As little as a year and a half ago, only three University of Kansas Medical Center pilot system locations (Kansas City, Hays, and Wichita) existed. Since then, compressed video systems have been installed at Emporia State University, The Southeast Kansas Education Service Center, Grissel Hospital, Hays Medical Center, High Southwest Plains Network (Sublette), Hutchinson Community College, University of Kansas (Lawrence), Kansas State University (Manhattan and Salina), Kansas State Board of Education, and Wichita State University. Other systems are planned and will be installed in the near future.

For an in-depth look at telemedicine, don't miss the presentation by Jan Weller, Director of Telecommunications at University of Kansas, at ACUTA's Annual Conference in July.

BY FRANK AND TROISE

The Network Manager's Handbook
RULE 24
How to tell if there are bugs in your Group Scheduling Software.

Phil Frank
Yale Medical Center Upgrades Meridian System

By Bud Dannheim
Director, Telecom Engineering
Telecommunications Department
Yale University

In March, 1993 a team of engineers and technicians from Yale Telecommunications, Northern Telecom, and Jackson Voice/Data successfully completed a seven-month-long upgrade and expansion program of the Meridian telecommunications system at the Yale New Haven Medical Center. Extensive involvement of the Yale Telecommunications staff with the planning, engineering, and installation proved invaluable to a difficult and complex procedure.

In 1982, the Cross Bar Centrex system serving the Medical Center was replaced with a Northern Telecom SL-1 XL. In the intervening years the SL-1 had undergone upgrades (to an XT) and expansions so that by 1991 it had become a Meridian Option 71 of 9,000+ ports. The upgrades and expansions were primarily engineered and installed by Northern Telecom and their representatives.

By 1992, it had become evident that the system would need to be expanded by another 1,500 ports by mid 1993, and longer term projections indicated that ultimate system capacity would require 15,000 ports. The 9,000+ ports were already beyond the designed maximum port capacity and the system was experiencing noticeable dial tone delays attributable to lack of processing power. In addition, the telephone equipment room and Main Distribution Frame (MDF) were at capacity, with no means of expanding beyond the existing walls.

A number of alternatives for system upgrade or replacement were considered. The MDF could not be moved; nor was it reasonable to install tie cable connections to another frame. Also, all system replacement scenarios which were considered required, in the process of replacement, extensive network connections to the SL-1. This would add to the existing processing load of the SL-1, forcing a processor upgrade on the SL-1 before any system replacement was possible. As a result, the Northern Telecom CPU upgrade program which more than doubled the processing power of the Meridian system, became the favored alternative. To allow for MDF expansion, a customized expansion kit was developed to be mounted on top of the existing modules. This would allow for the termination of an additional 6,000 ports.

The NTI program, scheduled for market delivery in late 1992–early 1993, required the replacement of the existing CPU with a new common control complex consisting of two Core shelves with fully redundant CPU, memory, mass storage, and power supplies. Busy Hour Call Attempt capacity exceeded 70,000—more than double the 30,000 BHCA on the existing machine. This adequately addressed the processing deficiency of the Medical Center system but did not solve the problem of additional port growth in a confined telephone equipment room.

Floor plan analysis of existing equipment cabinets and the availability of higher density equipment cabinets disclosed a possible rearrangement of existing equipment which would allow for future growth in excess of 16,000 ports.

Yale Telecommunications Department Engineering developed a multi-phase installation program which included a cabinet relocation procedure, the addition of new growth cabinets, the addition of a fifth network group, relocation of the voice mail system, relocation of remote peripheral equipment and digital trunk interface equipment, and the replacement of the central processor unit. A bid package outlining this procedure was submitted to vendors for pricing with and without installation labor.

The Medical Center could not tolerate service disruptions to any large extent. Any procedure which could possibly cause a service disruption would have to be scheduled in the early morning. A refined step-by-step procedure identified the scope of service disruptions and indicated the need for extensive premium time. Past experience with vendors working under these circumstances resulted in high expense and poor performance. To insure minimum service disruption, the Telecommunications Department staff would have to monitor the activities of the vendor.

Yale Telecommunications had already assumed responsibility for station and wiring plant maintenance and was prepared to assume switch maintenance as well. The need to upgrade and do a massive cabinet rearrangement of the system offered the opportunity for extensive hands-on experi-

"With vendors as active members of a task force, the staff felt well prepared to assume full project leadership for the installation of system upgrades and expansions."
ence and the ability to maintain control of a procedure which required care and flexibility. By 1991, Yale Telecommunications had acquired an experienced engineering and installation staff. With vendors as active members of a task force, the staff felt well prepared to assume full project leadership for the installation of system upgrades and expansions.

Starting in September, 1992, equipment was relocated one shelf and cabinet at a time, in compliance with our detailed installation procedure. Cables and power connections were prepared during the day and reconnections involving service disruptions were done at night. Adjustments were made to the schedule and procedure as necessary to accommodate local conditions. Vendor engineers and technicians were called in at appropriate periods to assist. Ultimately, over 4,000 ports were moved, as well as the voice mail, remote peripheral equipment, and digital trunk interfaces, and the establishment of a fifth network group was accomplished. Over 95% of the tasks were done in-house by Yale Telecommunications personnel with virtually no service disruptions. The involvement of Yale Telecommunications in all aspects of planning, engineering, and installation greatly contributed to the successful completion of this project.

At Yale University and many other institutions, system upgrades, expansions, or replacements are issues which demand the attention of telecom managers more now than ever. Advances in technology, demands for updated telecommunications, proliferation of value-added services, and growth compel telecom managers to dedicate an ever increasing effort to planning. Not only must managers contend with PBX systems which undergo endless hardware and software upgrades, but they must also be concerned with support systems such as voice mail, call accounting, facility management, transmission, and wiring and plant facilities. These, too, undergo continuous change. The telecom manager must evaluate benefits offered by upgrades and balance these with budget constraints, service quality, and client demands. In spite of extensive planning, lack of in-house resources has required managers to relinquish the timing and implementation of upgrades or expansions to the servicing vendor. Miscommunication and lack of control have often turned a well planned project into a public relations fiasco.

As an alternative, telecommunications departments structured for self maintenance and installation can and should seize this unique opportunity to aggressively direct and implement system upgrades and expansions. Extensive participation in planning, engineering, and installation can produce lower costs, flexible schedules, and minimal service disruptions. Dependence on outside vendors or service companies to provide major input to this process is no longer effective or desirable. Most vendor representatives have difficulty keeping pace with their own product lines and have little insight into political and financial constraints which typically influence telecom policies in major institutions.

The competitive climate now prevailing invites serious price negotiations even for proprietary system upgrades. System replacement should never be ruled out, particularly if one considers the costs associated with temporary services, construction, premium labor and exposure to service disruptions. These costs and issues may indeed favor system replacement over upgrading. For this reason the telecommunications manager must seek vendor independence and should develop extensive in-house expertise required for technical and financial planning, engineering, scheduling, and installation.

In the past, vendors were expected to provide leadership and expertise and were generally considered best qualified to supervise and implement upgrade and expansion projects. Today, many vendors have stripped their organizations to the bone. They have recognized the extent of client expertise and are willing to accept the subsidiary role of team member. More often than not, the telecom manager must enjoin and motivate institutional resources to efficiently implement campus-wide telecommunication projects and must assume leadership in all aspects to exercise the necessary control for successful project completion.

To a large extent the experience and result of the Yale New Haven Medical Center upgrade reaffirms the commitment the Yale Telecommunications Department has made toward self reliance and supports the concepts related above.
...Peter Meyer
(continued from page 1)

plan, there are many eventualities which complicate or sabotage your plan. These were identified by the group as: a lack of funding or lack of control (regulations, unknowns, higher-ups making decisions you’re not aware of), lack of communications between departments or levels; lack of staffing; lack of time; different objectives and conflicting goals; issues that are too complex that tend to get mired; changing technologies; rules and regulations from government sources; basic human resistance to change.

Meyer suggested at least three reasons for planning:
• Orderly growth is a major issue
• Planning is a way of controlling costs
• Having a plan enables you to target your support (permission, funding, opportunity).

Differences between the roles of managers and planners were explored, and the importance of both explained. On one hand, the planner asks, “In 2-5 years where do I want to be?” His or her role is to look at structure to determine if it is right or wrong, review changing needs of clients (students, doctors, administrators, academic), and develop new capabilities by building on existing strengths. Planners’ objectives include horizons that extend over a long period of time, whereas the manager is short-term oriented, focusing on short- to medium-term horizons. The planner tells the manager where he needs to be in 6 months or a year or 5 years; how progress is achieved on a day-to-day basis is the manager’s responsibility.

Meyer also addressed the issue of why people don’t plan. Many, he explained, simply don’t understand the process. Some don’t know what to do with the plan once it’s done.

Comparing a strategic plan to a jigsaw puzzle, Meyer presented a convincing picture of the value of strategic planning. When you work a puzzle you get the frame, but at some point someone asks what the boxtop looks like. The planner’s job is the boxtop, and the manager’s job is making sure all the pieces get put together. Everybody may assemble the puzzle differently, but you wind up with the same picture. If you have a lot of things people are asking you to do, you must ask, “Do I need to do them?” If you have no boxtop (strategic plan), you have to say yes; if you have a boxtop, you can say it doesn’t fit. The plan becomes a sales tool: What does the plan look like when you show it to others? It should be short, concise, and visually oriented. It becomes more saleable to educators, students, administrators if you can say, “I have a vision.”

While we may measure success by what comes out, good decisions or bad decisions, there are two attitudes that must both play a part in the strategic planning process: “DTR” means doing things right. This is what we do everyday: being a good manager. “DRT,” doing the right thing, while potentially posing difficult choices on a day-to-day basis, carries long-term payoffs. The effective plan must have both.

The success of your strategic plan requires support from administrators as well as those in your department. If you go to administration and say, “I have a plan and the plan is going to improve things,” most executives will say, “Improve from what? Where are you today? How much will you improve by and how will you show me that improvement?” Having a strategic plan with well-formulated objectives will help you present a convincing argument and gain much needed support. Your objectives should measure up to the SMART test: Specific, Measurable, Attainable, Does it have Resources, and is it Timed?

Meyer departed from the philosophy that recommends “If it ain’t broke, don’t fix it,” saying rather “If it ain’t broke, what can I do to make it better?” He suggested that “failing to plan to make things better over time means improvement will not occur; There is always something you can improve, but the time to start thinking about improvement is when you don’t need it.”

After 2 1/2 days of intense, interactive participation on individual and group levels, Meyer concluded his session with a clinic for those who wanted to work on specific problems.

*Tapes and printed materials from this presentation may be ordered from the ACUTA office at (606) 252-2882.

Business/Education Partnering

The Information Technology Foundation has produced a document relevant to business/education partnerships to help businesses get involved in the improvement of public education in their communities. For a free copy of Roadmap to Success 2000 call Diane Greer at (703) 284-5307.
From ICA Annual Conference in Dallas

My first day (Sunday) was spent in an all day Telecommunications Advisory Council (TAC) meeting with ten other association executives.

The meeting, hosted by ICA for the last several years, allows TAC representatives to exchange information on scheduling of future events and speakers, ideas on what works and what doesn’t on vendor support, problems and opportunities with cities and convention centers, and general information on organizational matters. One of the biggest topics was, and has been, in the regulatory arena. Yours truly proposed a Regulatory Information Sharing Form that was accepted. A couple of times during the year, or as often as necessary, each TAC representative will fill out a form for each regulatory issue that they are involved with. The forms will be collected, duplicated, and mailed out to each TAC representative. The effort is to assist each other as much as possible when we are addressing the same issues.

The following is a short report on some of the other associations’ activities and areas of involvement.

**NASTD** (National Association of State Telecommunications Directors) is a new member of TAC, recently incorporated and located here in Lexington, Kentucky. Their strategic plan includes such priorities as increased regulatory activities, better ways of using technologies for executive board functions, members sharing information, video conferencing, increased corporate affiliation, and increased visibility of their organization.

**ENTELEC** (Energy Telecommunications and Electrical Association) reported a 25% growth in membership but a drop in vendor exhibits at their last conference.

**CMA** (Communications Managers Association) recently merged with ADCU (Association of Data Communications Users). One reason CMA courted the merger was to shed their (CMA’s) image of voice only (sound familiar?). The new membership fees were established at $300-$600.

**TCA** (Tele-Communications Association) is composed of eleven chapters—ten west of Denver and one in Maryland. Attendance at TCA conferences is generally around 16,000 plus. The TCA official stated that at their last conference, attendance was heavier in decision makers (managers and assistant managers) than “worker bees” and technical folks. TCA employees currently are limited to administrative clerks for handling mailings, registrations, information calls, etc. TCA is now planning to hire an Executive Director and staff to “run the organization,” allowing their volunteer board to focus on policy making and governance.

At this year’s conference in San Diego, TCA is scheduling a breakout session (one time) for exhibitors to enhance TCA’s goal of building a long-term relationship with the vendors (also sounds familiar). Scheduling a session for exhibitors—something that I have thought of the last two years but haven’t followed through with—is a nice touch. It would be an “educational” session for vendors.

**ICA** (International Communications Association) noted that their pre-registration of full attendees this year was 882—up from 615 last year. Also, those pre-registering for the exhibits only saw a whopping increase from 1,500 to 6,000.

ICA has also partnered with academics at two major universities for “ICA Education.” The University of Colorado at Boulder and Northwestern University provide a week of programs in technical and management education for ICA members’ employees.

ICA’s 1994 conference will be in Dallas and then will rotate between Chicago and Dallas for several years.

**SETA** (Southeastern Telecommunications Association) attendance has flattened out the last couple of years and they are putting more and more effort into the exhibit and sponsorship program to maintain their past level of support. They, like many of the other associations (including ACUTA), are faced with the task of attracting more attendees to the exhibit floor.

**MTC** (Midwestern Telecommunications Conference) consists of 13 independent associations which are held together by an annual conference and exposition, geography, and the possibility of realizing the advantages of sharing in those areas which are common to each association.

Other associations participating in this year’s meeting were **CBTA** (Canadian Business Telecommunications Alliance), **INTUG** (International Telecommunications Users Group—22 associations worldwide), **PTC** (Pacific Telecommunications Council), and **TMA-UK** (Telecommunications Managers Association—United Kingdom).

All the associations that make up TAC represent over 95% of the world-wide telecommunications users. The TAC meeting for 1994-1995 will be hosted by TCA prior to their conference in San Diego, October 3-7, 1994.

FROM ACUTA HEADQUARTERS
Del Combs Executive Director

**FYI:**
Beginning next month and continuing every other month, this column will be a Staff Report by one of the ACUTA staff. The rationale is to keep our members informed as much as possible about the other activities and the “in-house efforts” of the staff necessary to provide quality and timely service to our members.

Please feel free to give us your feedback on this column throughout the year.
Editor's Notes...

Do you like seeing your name or your school's name in print? Keep sending those campus/departamental newsletters! I love 'em... McGill University in Montreal publishes a newsletter called SpeakEasy that's packed with useful tips and information relative to their campus. Anyone considering starting a newsletter, get a copy from Gary Bernstein... Congratulations to FSU University School who recently received a $200,000 grant from the Florida Dept. of Education. The grant will allow the school to upgrade its electrical and communications wiring to take advantage of networking technology. Their building is also scheduled to receive a fiber optic campus network connection which will provide Internet access to every classroom in the 3 main wings of the buildings... Another excellent newsletter from Tufts Univ. includes a story about student access to campus libraries, computing resources, and the Internet from their rooms through JumboNet hook-ups. (But wasn't the library always a great place to see and be seen? Times they are a-changin!)... Send news and notes to: Pat Scott, ACUTA, 250 W. Main St., Ste. 2420, Lexington, KY 40507. Phone (606) 252-5665 or fax (606) 252-5673.

Welcome New Members
April 20–May 24, 1993
Region 3 (Midwest)
• Illinois Benedictine College, Chris Leja
Region 4 (West)
• Humboldt State Univ. (CA), Cliff Schall
Copper Corporate Affiliate
Region 4 (West)
• TeleConsultants, Inc. (CA), Margery Mayer

Personnel Changes
April 20–May 24, 1993
Region 1 (Northeast)
• Brandeis Univ. (MA), Dan Tonelli [Primary]
• Merrimack College (MA), Rand Hall (Primary)
• Wellesley College (MA), Sandra Roberts (Primary)
Region 2 (Southeast)
• Northern Kentucky Univ., Mike Bresser (Primary)
Region 3 (Midwest)
• Cranbrook Academy (MI) Barbara Riddell [Primary]
• Moody Bible Institute (IL), Daniel Schomberg [Primary]
• ALLTEL Service Corp. (AR), John Dreher (Copper Representative)

Mal Reader
Univ. of Calgary
Dear Mal:
I just wanted to drop you a brief note and tell you how pleased both myself and the entire Telecommunications Office staff were with the fine article you wrote on Dorothy in the April ACUTA Newslette. Dorothy was always a staunch supporter of ACUTA and I appreciate your efforts and that of the entire ACUTA staff in remembering both Dorothy and her accomplishment. Dorothy would have been very proud of your article.
Sincerely,
William D. Blomgren
Director of Telecommunications
Illinois State University

For Sale

- (2) 4600 GTD Electronic Digital PBX Telephone Switches. Manufactured by Automatic Electric. Feature rich, 15,000 line capacity when connected by tie lines. Software version on switch 1 is 1321, switch 2 is 1411.
- (6) Recent change terminals for adds, moves, and changes and traffic studies.
- (7) Attendant consoles
- 48-volt battery power plant with chargers
- DOD trunks (343)
- DID trunks (440)

Available January, 1994
Contact: Univ. of Kentucky, Jerry Murphy at (606) 257-1324 or Bonnie Johnson at (606) 257-1773