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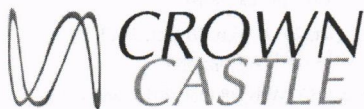
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# eNews

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## Living in a 3D World

I am sure you all are familiar with the *Hype Cycle for Emerging Technologies, 2013*, Gartner's prediction of the role technologies will play in the future. One technology that is currently at the top and still shows potential for enormous innovation in the next few years is 3D technologies. Analyzing the graph, 3D bio printers are on the rise, anticipated to come to fruition in the next 2-5 years. 3D scanners and printers are both nestled at the top of the hype cycle peak, with predictions of 5-10 years to become widespread.<sup>1</sup>

The technology was initially used more for creating prototypes than mass manufacturing of working objects. In manufacturing, 3D technologies are still known as additive manufacturing. The building process forms up the object by layering materials instead of cutting away materials, which in many cases can be faster and cheaper. This method, although perhaps impractical for the assembly line, is ideal for creating prototypes for factories.

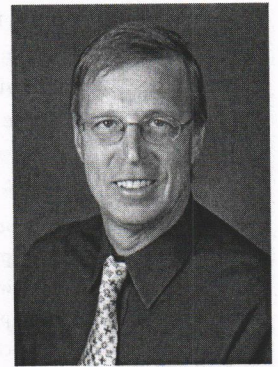
It is not just manufacturing that is benefiting from these advancing technologies—healthcare is also seeing a boom in the possibilities of what 3D can do for them. Hearing aids can be custom printed out of non-irritating materials to fit individual ears.<sup>2</sup> Even more exciting is bio printing, which is the production and growth of replacement organs and tissue for the human body by way of a 3D printing. In China, at Hangzhou University of Electronic Science and Technology, using a bio printer they have successfully printed small ears and other particles of cells. Using a precise 3D printer with a wide range of motion, they are able to print the cells without damaging them. In the future, they hope to work up to printing cartilage parts like noses and ears, eventually developing working organs.<sup>3</sup>

Organovo, a company based out of San Diego, is working toward the possibility of growing organs from stem cells found in the blood. These stem cells would then be used in a specialized 3D printer to build, or grow, an organ by layering cells with gel, after which the cells fuse together. These organs would be impervious to rejection because they could be grown from stem cells harvested from the subject in need of the transplant, and not given by a matched donor.

Another medical breakthrough in 3D technology is printing replacement bones. Powdered titanium is fused together in layers and sprayed with a bone substitute before being implanted into the recipient. Last year, a European woman in her 80s had a successful jaw implant utilizing a 3D printed jawbone.<sup>4</sup>

In the technology field, Optomec, an Albuquerque-based company, has pioneered a new way of creating electrical components by printing them. A material they call Aerosol Jet "atomizes liquid electronic materials into a dense aerosol, which is then focused by a sheath of gas into a beam and deposited in layers." This method can produce everything from circuits to capacitors and resistors, and Optomec has set their sights on printing LED lights on wallpaper in the future.<sup>2</sup>

There is a negative side that can tarnish the luster of all these possibilities. 3D home and dorm printing has the potential to violate patents, trade secrets, copyrights, and more. The fact that 3D printers are falling in cost also makes this issue of theft of property more acute. For example, a man in New Zealand has made news by using his home 3D printer to make a replica of a 1961 Aston Martin DB4.<sup>5</sup>



**Ron Kovac, Ph.D.**  
Ball State University  
ACUTA President  
2013–2014



Another downside of the technology is that most of the printers only work with their same manufacturer's accessories, so there is a stranglehold on the market.<sup>2</sup> Some companies, such as GE, are not waiting for patents to expire, but are designing printers to accept any accessories. Third-party suppliers are also popping up and helping to open the market.

Despite the concern for copyrights and anti-theft policies, the 3D-printing industry will likely be a gain for all sectors of society. But where are we with 3D technologies in the higher-education vertical? I would imagine somewhere (in an academic program, in the ICT division) we all have some of the technologies and are exploring them for their usefulness. Possibly a few 3D additive printers and scanners are kicking around, but the goal is to develop products and services that can meet our unique needs. This will involve putting on our thinking caps, like it appears the Medical vertical has already done. Possibly we can create, on demand, 3D concept models for students on items they can't understand. Possibly, we can create, on demand, authentication devices for each staff to use to assure confidentiality. The possibilities are endless, but this will all take work, research, sharing, and a change in concept from the "virtual world" to the "physical 3D world." If we all use ACUTA mechanisms (the *Journal*, *e-News*, seminars, conferences, and more) to share our thoughts, ideas, explorations, and actions, together we can find some tremendous uses for the 3D world!

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#### Other Related Materials

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**ACUTA**  
**43rd Annual Conference**  
**March 30–April 2, 2014**  
**Dallas, Texas**  
**Hyatt Regency**

Updates available at  
**[www.acuta.org](http://www.acuta.org)**



You're Invited to Join other Campus Technology Leaders  
at the ACUTA 2014 Strategic Leadership Forum

March 31 – April 1, 2014 • Hyatt Regency • Dallas, Texas

**Forum Theme: The Murky Crystal Ball – What's the Next Big Thing?**

What an exceptional two-day program the Higher Ed Advisory Council, led by Anne Scrivener Agee, recently retired CIO and Associate Provost, University of Massachusetts-Boston, and Joanne Kossuth, Franklin W. Olin College of Engineering, have put together for you this year! John Gallant has literally devoted himself, again, to helping us organize and facilitate many of the sessions.

**Monday, March 31**

James McQuivey, Ph.D., will reveal secrets to digital disruption to show how all technology strategists need to learn to survive through the rest of this decade and beyond. You will find his book in your registration materials, and he will also be available for a brief book signing.

And if your questions are not all answered at the opening keynote, you will have more time to spend with James to engage in deeper discussion about the content of his forecast. You will begin or continue the networking journey that will provide you with the requisite GPS to guide you after you return to your campus.

- Before rolling up your sleeves to develop different case studies that will surely become practical guides to incorporate into your future plans you will share Gartner's review of the last 3 years of changes in the IT landscape: "Gartner Hype Cycle," presented by Amos L. Auringer.
- A panel of CIOs (including Joanne Kossuth and Arne Saustrup) will provide a mixture of theory with the practical and will reflect on how to deal with things from the trench of disillusionment, real-life campus experiences, and what we should focus on today.
- And then it's your turn to be creative and share your ideas as round-table discussions lead to the development of four different case studies that will be judged by the Higher Ed Advisory Panel to select a winner. One person from the winning team will receive a complimentary registration for the 2015 Strategic Leadership Forum. However, everyone will be a winner ... the case studies will be published in the *ACUTA Journal*!
- Next on the schedule is a discussion on mobility ... from cloud, security and compliance, campus governance and policy to financial versus operational aspects. What is the low-hanging fruit around mobility that leads to the CIO being in the driver's seat again? How do we come to grips with mobility now? How does the school capitalize on it? How do we improve the customer experience? And how do we change the business processes to embrace mobility?

**Tuesday, April 1**

- Amos Auringer will provide the captivating General Session and Forum keynotes. In this thought-providing look into potential digital strategies or business models for higher ed, we will see a reflection of the technical needs of today's digital students, based on research, observations, and discussion with the Gates Foundation. We will face the future with a solid sense of reality, hope, and inspiration and become engaged in some of the best conversations that will, inevitably, follow. Just what is the next best way for schools to communicate with the students?
- Then learn real-life MOOC experiences and predictions from Katie Vale, Samantha Earp, and Rebecca Petersen. Find out what policies must be in place for MOOCs, why it is considered a potentially disruptive technology, how IT helps to facilitate and exploit the change, how IT works with academia to market MOOCs, what recommendations we can make to help support the transition, and what red flags to avoid.

Other highlights of the ACUTA 2013 Strategic Leadership Forum include:

- Ample time to visit the exhibit hall where you can spend time with exhibitors who really "get" higher ed
- The Awards Luncheon where you will meet recipients of the ACUTA Institutional Excellence, Ruth A. Michalecki Leadership and Jeri Semer Volunteer Recognition Awards and hear all about their challenging projects and leadership paths
- More round-table discussion with your colleagues when you prepare for and present your individual Forum case studies

Visit <http://www.acuta.org/sc14> to register today, and we look forward to preparing for the "Next Big Thing" together!

**2014 Forum Presenters**

**James McQuivey, Ph.D.**  
Vice President/Principal Analyst  
Forrester Research  
Author: *Digital Disruption:  
Unleashing the Next Wave of  
Innovation*

**John Gallant**  
SVP and Chief Content Officer  
IDG Enterprise (Publisher: CIO,  
CITEworld, CSO, Computerworld,  
InfoWorld, ITworld and Network  
World magazines)

**Joanne Kossuth**  
Vice President for Operations/CIO  
Franklin W. Olin College  
of Engineering

**Amos L. Auringer**  
VP/Executive Partner  
Gartner  
Adjunct professor  
Colorado Christian University

**Katie Vale, Ed.D.**  
Academic Technology  
Harvard University

**Samantha Earp**  
HarvardX  
Harvard University,

**Rebecca Petersen, Ed.D.**  
Research Director  
Online Learning at edX



## Discounted Dallas Mavericks Tickets for Conference Attendees!

Come to Dallas on Saturday March 29 so you can watch some great basketball in person as the Dallas Mavericks take on the Sacramento Kings at the American Airlines Center at 7:30 p.m. Secure your **discounted** tickets today by logging onto [on.mavs.com/mavs13](http://on.mavs.com/mavs13) (no www or http needed) and selecting the Sacramento Kings game on 3/29. The special offer code is mavs13. If you have any questions or prefer to order tickets by phone, please contact Deanna Rothberg at (214) 658-7120 or by email at [Deanna.Rothberg@dallasmavs.com](mailto:Deanna.Rothberg@dallasmavs.com).

## From the Listserv

Do you subscribe to the ACUTA Community listserv? Some very interesting exchanges, such as this, happen online:

Q. We have several third parties who provide services for the university—things like catering and development activities. They have everything that any one of our offices would, including telephones and data connections in buildings around campus. However, their telephones and data connections are not part of the university's voice/data network. We did it this way a while back to maintain a private network status. I was just curious if other universities provided voice/data services to third parties housed on campus or if these third parties were required to 'bring their own' voice/data services. Any input would be greatly appreciated.

*Faye Snowden, University of the Pacific ([fsnowden@pacific.edu](mailto:fsnowden@pacific.edu))*

A. This is the general approach we use. When a third party comes on campus, they procure their voice/data services directly from Verizon, Level3, Windstream and the like. We extend these services to their location via our physical infrastructure at no cost. We've taken this approach because to charge them would probably mean the third-party vendor would mark-up this cost and roll it into the price charged to the university. This alleviates the need to connect them to the university's network and avoid billing issues, etc. The challenge is, since this is a direct relationship between the third-party and the service provider, we are not always in the loop when it comes to disconnects. This is especially true for construction-related projects.

*Jerry Krawczyk, The Pennsylvania State University ([gak13@psu.edu](mailto:gak13@psu.edu))*

A. We have struggled with this one for quite some time. IT's ideal would be for these entities to bring their own service in. Of course, we would help extend this service to their location. If they are ordering their own service, we don't have to worry about billing them anything or any possible PCI requirements on our networks. Unfortunately, we have some contracts stating that we will supply these services as part of their lease. We do get a part of the monthly lease payments to cover this, but it is a huge headache to get everything setup correctly.

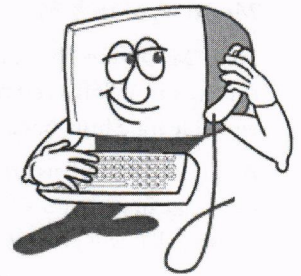
*Kurtis Olsen, Utah Valley University ([kurtis.olsen@uvu.edu](mailto:kurtis.olsen@uvu.edu))*

## Hot Topics...from January 1994 ACUTA News

Care for a bit of nostalgia as we start the new year? Hop into the way-back machine and buckle up:

1. An ongoing-problem was toll fraud/telabuse. The FCC had just proposed new regulations. ACUTA listed new fraudulent 800 numbers in every issue of the newsletter.
2. Penn State's SSHEnet, a private data network that connected 22 sites including 14 member universities, was the feature article.
3. ACUTA was negotiating to purchase our own building—the one we are in now, which we paid off in 2009, as a matter of fact. A search was on for a new "Executive Director," the position filled that July by Jeri Semer.
4. Pat Searles (Pat Nelson now) from Cornell was ACUTA President.
5. Colorado State implemented E911 with PS/ALI.
6. A survey of Council of Independent Colleges showed that almost 75% of private liberal-arts colleges did not have an Internet connection in 1993.

Where were you in 1994? Twenty years has gone by very quickly it seems.





# The 10 Most Costly Pitfalls of DAS Deployment

From increased staff and employee productivity to improved public safety, distributed antenna systems (DASs) remain a leading option to improve wireless communications in a campus setting—one of the most challenging and sophisticated user environments in which a DAS can be employed. For those without a solid understanding of the technology, the road to a successful DAS installation can be fraught with peril.

Here are the top 10 pitfalls as they relate to a campus DAS installation:

10. Not having the right representation
9. Not conducting a wireless needs assessment
8. Failing to engage the wireless carriers early in the process
7. Making unrealistic financial assumptions
6. Underestimating space and infrastructure requirements
5. Underestimating maintenance costs or failing to develop a maintenance protocol
4. Failing to understand public-safety radio requirements
3. Failing to verify the technologies and frequencies supported by the DAS
2. Underestimating the time and resources needed to deploy a DAS
1. Having a vague post-installation validation plan

If this is a topic that interests you, look at the full article, complete with all the details, written by Mike Altman of Cellular Specialties, on page 25 of the Spring 2013 *ACUTA Journal*.



**Riny Ledgerwood**  
Secretary/Treasurer  
San Diego State Univ.  
[rledgerw@mail.sdsu.edu](mailto:rledgerw@mail.sdsu.edu)

## Board Report

The Board met via a conference call on December 4 and approved the following:

- September 2013 financial report
- November 2013 strategic plan dashboard
- Monthly committee minutes and reports
- Membership reports
- Committee nominations
  1. Legislative/Regulatory Affairs Committee: Rodney Petersen, SecuriCORE and Internet2
  2. MEC/Cybersecurity Task Force : Charter, Chair, Members
  3. Environmental Scanning Committee Board Liaison: Sharon Moore, Smith College
- Slate of candidates for nomination to the ACUTA Board
  1. President Elect: Michele Morrison, British Columbia Institute of Technology
  2. Directors at Large
    - a. Sharon Moore, Smith College
    - b. Charles (Chuck) Bartel, Carnegie Mellon
    - c. Cathy O'Bryan, Indiana University
    - d. Christopher Waters, Elon University
- Marketing RFP recommendation. This is a 3-year agreement with AMP Consulting to conduct an assessment and provide ACUTA with a comprehensive strategic marketing plan for implementation.

ACUTA has entered into a partnership agreement with Nemertes. They are offering an exclusive ACUTA member discount of \$15,000 (normally \$60,000) for an annual research services subscription.

Respectfully Submitted,

Riny Ledgerwood  
ACUTA Secretary/Treasurer



# Cool Technology

Gary Audin, Delphi Inc.

Cooling is an ongoing cost, and one that can be controlled. Design and operate to produce the lowest cost possible.

There are many articles about the data center and how to make it more efficient. There are fewer articles about the network closets and their efficiency. Many of the efficiency recommendations for the data center are valid for the network closet.

A major technology cost is electrical power—power to run the technology and power to cool it. Cooling IT technology can account for as much as 45% of the IT power bill. The cooler the temperature, the higher the power bill. Rising electrical rates make it even more important to deliver cooling efficiency.

## **Paying Attention to Cooling**

Network closet space is usually small, therefore designers tend to pack equipment densely together. This saves space but creates cooling problems. Too much in a rack and the equipment stays hot—too hot for too long. Data centers can be redesigned to be water-cooled to allow for the increased equipment density and its associated heat. This is an unlikely and expensive solution for the network closet.

The addition of Power over Ethernet (PoE) adds considerable heat due to PoE power supply in the LAN switch to operate IP phones. Another factor is the chip design in IT equipment. The faster the chip and the denser the components on the board, the hotter the equipment. So newer, smaller equipment can produce more heat per square inch than less densely designed slower equipment.

Prior to 2004, the operating temperature recommended for data centers was 72 degrees Fahrenheit. In 2008, improvements to the equipment had allowed this limit to rise to 81 degrees Fahrenheit, according to the ASHRAE Technical Committee 9.9 (American Society of Heating, Refrigerating, and Air-Conditioning Engineers). However, older equipment still requires a lower operating temperature. Hot technology also means less reliable technology. According to the UpTime Institute, once the equipment operates at 88 degrees, reliability drops by 50%—another reason to manage cooling properly.

## **Recommendations for Cooling Efficiency**

Each of these recommendations can be implemented separately. Some may already be in place. Others will require some investment and probably facility changes. Look at the ROI for these investments. The ROI should be profitable when you include the long-term rate increases you may experience.

- Verify the highest operating temperatures that the equipment vendor recommends. Operate at that temperature, no higher, as this may negate your warranties and maintenance contracts. However, running at a higher temperature that's still within the allowable range can reduce cooling costs.
- Physically inspect the rack density. Equipment may have been installed at the installer's convenience without considering the cooling requirements. This can produce hot spots that affect reliability and increase the cooling bill. Move the equipment around to balance out the heat production evenly.
- If you are located geographically where the outside temperature is below what is needed for cooling, consider economizers. By using the outside air, you reduce the cooling bill.
- If your cooling equipment is old, consider investing in more efficient systems that can monitor temperature better. The UpTime Institute has found that the average data center has 2.6 times more cooling capacity than needed. This applies to the closets as well.
- Get rid of old room humidifiers. Evaporative and atomizing humidifiers use far less energy.
- When building or rebuilding the closet, be as flexible in the configuration as possible. Flexibility will allow low-cost changes in the future that will keep up the cooling efficiency.
- Consider calling in energy design consultants who can recommend changes for cooling efficiency. This is a one-time cost that can save money for years.
- Monitor the entire space. This will help balance the cooling and reduce overcooling to compensate for hotspots. The monitoring should be in real time so that alerts can be issued when there are problems.

Cooling is an ongoing cost, and one that can be controlled. Cooling prevents problems but does not in itself produce useful work. It is like a tax. You have to pay for it, so design and operate to produce the lowest tax bill possible.

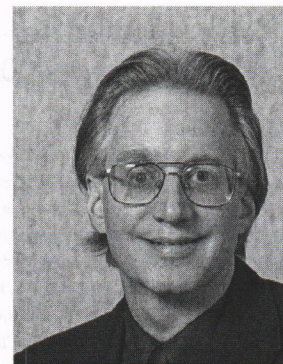
*This article appeared online at [www.nojitter.com](http://www.nojitter.com), October 20, 2012. It is used here with permission from the author.*



## Info Links

Frequently, vendors, associations, governmental bodies, and others provide white papers and other informational documents which are announced through a variety of media sources. While some admittedly have a certain slant or opinion, others are quite objective; however, they often contain valuable information. Below are links to selected documents.

- FCC – Local Telecom Competition Report:  
[http://transition.fcc.gov/Daily\\_Releases/Daily\\_Business/2013/db1126/DOC-324413A1.pdf](http://transition.fcc.gov/Daily_Releases/Daily_Business/2013/db1126/DOC-324413A1.pdf)
- Benton – Letter to FCC on PSTN to IP Transition:  
<https://prodnet.www.neca.org/publicationsdocs/wwpdf/12513benton2.pdf>
- FCC – Connect America Cost Model v.4 Inputs:  
<http://www.fcc.gov/encyclopedia/price-cap-resources>
- CCA – Framework for Sustainable Competition in Digital Age:  
<https://prodnet.www.neca.org/publicationsdocs/wwpdf/12413cca.pdf>
- Furchtgott-Roth/Wallman – Framework to Assess the 2011 Report and Order on USF and Inter-carrier Compensation:  
<https://prodnet.www.neca.org/publicationsdocs/wwpdf/12213rba2.pdf>
- FCC (Chair Wheeler) – Net Effects—Past, Present, & Future Impact of Our Networks:  
[http://transition.fcc.gov/net-effects-2013/NET\\_EFFECTS\\_The-Past-Present-and-Future-Impact-of-Our-Networks.pdf](http://transition.fcc.gov/net-effects-2013/NET_EFFECTS_The-Past-Present-and-Future-Impact-of-Our-Networks.pdf)
- FTC – National Do Not Call Registry Data Book 2013:  
[www.ftc.gov/sites/default/files/documents/reports/national-do-not-call-registry-data-book-fiscal-year-2013/131204dncdatabook.pdf](http://www.ftc.gov/sites/default/files/documents/reports/national-do-not-call-registry-data-book-fiscal-year-2013/131204dncdatabook.pdf)
- ITU – ITU News Magazine:  
<https://itunews.itu.int/en/>
- F & S – Cloud Momentum Boosts Trends in Contact Center:  
<http://www.inin.com/Pages/Registration.aspx?rurl=/resources/Documents/Frost-and-Sullivan-Cloud-Contact-Center-Trends.pdf&rguid=e0d02c93-7055-47f2-8c74-3e9f42894343::138>
- Cox – Tween Internet Survey:  
[ww2.cox.com/wcm/en/aboutus/datasheet/takecharge/tween-internet-safety-survey.pdf?campcode=takecharge\\_tiss-fif\\_survey\\_0612](http://ww2.cox.com/wcm/en/aboutus/datasheet/takecharge/tween-internet-safety-survey.pdf?campcode=takecharge_tiss-fif_survey_0612)
- CRTC – Canada – Wireless Roaming Inquiry:  
<http://www.crtc.gc.ca/eng/archive/2013/2013-685.htm>
- Scout – Evolution of Holiday Road Trip (Payphones/Cells, etc):  
<http://www.scout.me/survey>
- FCC – E911 Phase 2 Call Tracking Data Sets (certain states):  
<http://www.fcc.gov/encyclopedia/phase-2-data-sets>
- Free State – Cooperative Federalism and IP Transition:  
[http://www.freestatefoundation.org/images/Cooperative\\_Federalism\\_and\\_the\\_IP\\_Transition\\_112513.pdf](http://www.freestatefoundation.org/images/Cooperative_Federalism_and_the_IP_Transition_112513.pdf)
- NARUC – Cooperative Federalism in the 21st Century:  
<http://www.naruc.org/Publications/20131125%20clean%20Hamilton%20addition%20to%20absolutely%20final%20Federalism%20Task%20Force%20Report.pdf>
- FCC – Internet Access Connections in the U.S.:  
Report: [http://transition.fcc.gov/Daily\\_Releases/Daily\\_Business/2013/db1224/DOC-324884A1.pdf](http://transition.fcc.gov/Daily_Releases/Daily_Business/2013/db1224/DOC-324884A1.pdf)  
Maps: [http://transition.fcc.gov/Bureaus/Common\\_Carrier/Reports/FCC-State\\_Link/IAD/ias1212\\_maps.pdf](http://transition.fcc.gov/Bureaus/Common_Carrier/Reports/FCC-State_Link/IAD/ias1212_maps.pdf)
- FCC – Universal Service Monitoring Report 2013:  
[http://transition.fcc.gov/Bureaus/Common\\_Carrier/Reports/FCC-State\\_Link/Monitor/2013\\_Monitoring\\_Report.pdf](http://transition.fcc.gov/Bureaus/Common_Carrier/Reports/FCC-State_Link/Monitor/2013_Monitoring_Report.pdf)
- CDC – Wireless Substitution Estimates:  
<http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201312.pdf>
- Fed Register – FCC Rural Call Completion Order (Eff. 1/16/14):  
<http://www.gpo.gov/fdsys/pkg/FR-2013-12-17/pdf/2013-29867.pdf>



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*Do a friend a favor: Invite a colleague to join ACUTA!*



## Board of Directors 2013–14

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## Welcome New Member

### Corporate Affiliate

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**Tellabs, Inc.**, Petaluma, CA..... [www.tellabs.com](http://www.tellabs.com)  
John Hoover, Sr. Product Manager (707/206-1751) [john.hoover@tellabs.com](mailto:john.hoover@tellabs.com)  
Tellabs delivers ICT technology that transforms the way the world communicates. Tellabs' evolutionary passive-optical LAN empowers the building of modern high-performance LAN infrastructure that is simple, secure, stable, scalable, sustainable, and less expensive than alternatives.

### Check It Out

#### Press Releases, Job Postings, & Corporate Webinars

The ACUTA website lets you communicate with other members—share some exciting news, fill a position, or find just the right vendor. Check the website for the latest postings frequently. Here are items that have been posted since our last eNews.

#### PRESS RELEASES: [www.acuta.org/wcm/acuta/pressroom/pr.pdf](http://www.acuta.org/wcm/acuta/pressroom/pr.pdf)

Send press releases to Amy Burton ([aburton@acuta.org](mailto:aburton@acuta.org))

- Hawaii's County of Maui Selects ShoreTel for 65 Sites, Bringing Improved Business Productivity and Reliability
- SOLiD Joins the Panduit Technology Ecosystem Partner Program
- Talk-a-Phone Adds a Surveillance Option to the Award-Winning ECO TOWER
- Code Blue Hires David Salas as Corporate Controller
- Code Blue Promotes John Plooster and David Fleming to New Roles
- Sonus to Lead Microsoft Lync Training Workshop at ACUTA's Winter Higher Education Seminar

#### JOB POSTINGS: [www.acuta.org/jobs](http://www.acuta.org/jobs)

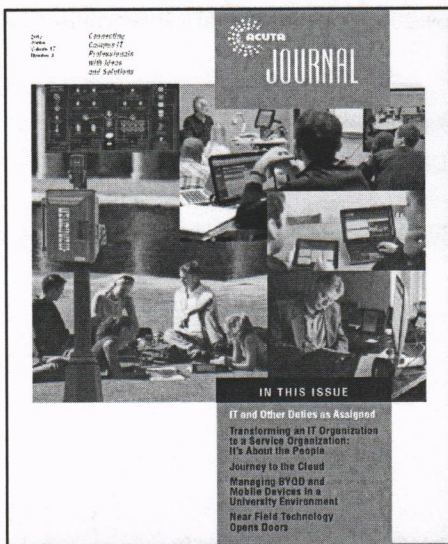
Help your colleagues who are looking for work! To send job postings, go to [www.acuta.org](http://www.acuta.org). Click on one of the jobs listed there and you will link to the jobs listed now and a link where you can post a job.

- Director, Center for Innovation in Teaching and Learning, University of Illinois at Urbana-Champaign, Champaign, IL
- Director of Communications Engineering Services, The George Washington University, Washington, DC

#### FREE WEBINARS HOSTED BY ACUTA CORPORATE MEMBERS:

[www.acuta.org/corporatewebinars](http://www.acuta.org/corporatewebinars)

Many free webinars are available through ACUTA Corporate Members. Check the website at [www.acuta.org/corporatewebinars](http://www.acuta.org/corporatewebinars) to see what is currently available. (Corporate members e-mail Amy Burton at [aburton@acuta.org](mailto:aburton@acuta.org) to get your free webinars listed.)



## The Winter Journal Will Arrive Soon!

You'll find some great ideas and interesting perspectives on our topic:  
*IT...and Other Duties as Assigned*

*Willingness to do the other duties means being able to take that extra step to make the university better—whether it's something specifically assigned to me or just something I see that needs to be done and isn't being covered by someone else. I think it has been my willingness to do those 'other duties' that has helped get me to the position I now hold. You never hear a senior staff member say, "Not my job."*

*Chris Fulkerson, Elon University*

*Like many of my peers, I think that some of my greatest challenges relate to the administrative demands of a large IT organization. Budgeting, project planning, surveying/assessing, and so on, all take a great amount of time. It's easy to get stuck behind the desk and become a little disconnected from what's happening in the trenches.*

*Doug West, Univ. of Richmond*