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## The Association for College and University Technology Advancement

Through the years, ACUTA members have watched their campuses evolve with the continuous development of new technologies. ACUTA was originally conceived to be an organization for the men and women who provided telephone service on campus; in the early 1970s, telephones were the best form of communications any campus could offer.

That is not the case now. We have seen amazing changes along the way, and as our members' job titles and responsibilities have changed, ACUTA has changed as well, always wanting to be exactly what our members need.

As we include all kinds of new technologies to better serve our campuses, we have developed a new tagline that reflects that broader scope of communications: The Association for College and University Technology Advancement. We think you will agree that this is now who we are.

## What's on Your Desk?

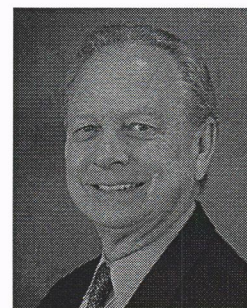
Several of our members have answered this question in past issues of the ACUTA eNews, so I thought I'd tackle it myself.

Actually, my desk is clean—not due to lack of projects, work, or initiatives but because some people say I am anal retentive and like everything in its place. It's true. Every year during the Christmas break I go through all of my folders, office, and drawers and do a clean sweep to get me started for the next year.

As I look toward retirement in 2018 (after 35 years) I am still amazed at the journey I have been on. I jumped into telecommunications in high school, taking evening classes in electronics and voice design. I can still see the Boolean logic diagrams, AND, OR gates, and Flip Flops (no, not the ones where your toes show). Then on to the U.S. Air Force, learning AUTOVON for communications, and then to a PC board factory repairing anything you could think of (meters, printers, monitors, oscilloscopes). The next adventure found me at New Mexico Tech as the overseer of voice (1,000 ports), data, security, facilities, and infrastructure and as a jack of all trades. In 2002 I came to the University of New Mexico as the associate director for the voice services (20,000 ports with health care, hospital, and branch campus deployments) and physical security. I'm still here.

**So, what's on my desk? The university is a city within a city. Let me show you my city.**

1. Cost center strategies—how to cut costs and provide a robust solution embracing new technologies such as MS Lync as an adjunct to the existing voice platform
2. Strategies on how to reduce the network/telecom operating budget with a new, improved cost-recovery model that includes budgets, staff, and time without compromising reliability
3. Cellular Macro versus DAS systems strategies and direction (10-20 year design)
4. Security-related strategies (intrusion, fire, CCTV, policies surrounding these topics)
5. Operations including 400 work orders, 100 trouble tickets a month along with projects that we have in the queue



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6. Operational daily, weekly, monthly checks and balances to assure business continuity
7. How to balance work, life with a reduced staff, high expectations for service, and reductions in revenue under the current business model
8. Participation in the overall network design for the future with a heavy emphasis on security
9. Participation in the social media discussion (Rave, Guardian, Emergency phones, devices, E911) with multiple groups across campus

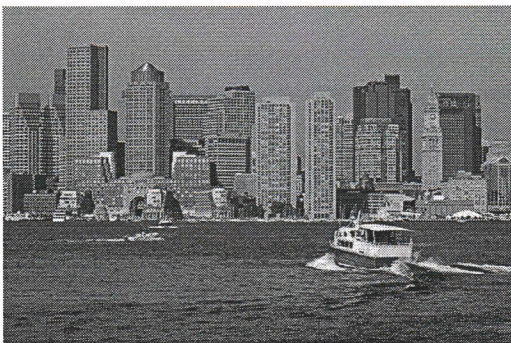
**What's on your desk?**

Please send your examples to the ACUTA listserv and share at [telecom@community.acuta.org](mailto:telecom@community.acuta.org).

**Let's talk!**

I'd like to share as many thoughts and ideas as possible through the ACUTA Community.

I encourage you to look ahead and plan for the Fall Seminar in Boston, October 26-29, as ACUTA's Program Committee helps us stay in touch with current trends and expectations.



## Register for Fall Seminar in Boston

Plan now to attend the Fall Seminar to be held at the Boston Park Plaza October 26–29. Find complete details at [www.acuta.org/wcm/acuta/pdf/031814a.pdf](http://www.acuta.org/wcm/acuta/pdf/031814a.pdf). For this seminar, the Program/Content Committee is planning interesting sessions relevant to our two tracks:

**Track 1: Trends in Service and Technology Delivery**

University technology groups function to deliver services and technologies to their institutions. How these services and technologies are delivered is as varied as institutional sizes, reputation, and cultures. The Trends in Service and Technology Delivery track will explore how the “as a service” trend is offering new avenues for service delivery; how virtualization in the data center, network, and at the desktop is opening new opportunities for service delivery; how delivery of services doesn't depend on physical assets; and how these delivery options are changing hiring practices within technology service departments.

**Track 2: Securing our Connected Environments**

Universities are among the most connected environments. With more devices and users who feel comfortable with this connectivity, universities face a daunting challenge to ensure that their users, resources, and environments are secure and protected. Track 2 will explore methods institutions are using to educate their faculty, staff, and students about securing their devices; technology solutions to monitor perimeters and borders for inappropriate activities; policy and procedural initiatives to govern appropriate access and use of technology or data; and best practices that enable ease of access without compromising security.

Contact Michele West, Director of Professional Development, at 859/721-1655 or [mwest@acuta.org](mailto:mwest@acuta.org) if you have questions.

Register online at [www.acuta.org/fs14](http://www.acuta.org/fs14) or call Joanie Profitt for assistance at 859/721-1658.

If you have an idea or a topic for an ACUTA webinar or conference session, please send your thoughts to [suggestions@acuta.org](mailto:suggestions@acuta.org).

## Emergency Preparedness Checklist

June is the official start of the hurricane season. For good advice about how to prepare for a hurricane or other emergency, check out the Emergency Preparedness Checklist at [www.acuta.org/checklist](http://www.acuta.org/checklist)

# ACUTA's Summer Webinars

## Identity and Access Management 101

If maintaining the value and the integrity of your campus network falls under your job description, no doubt you have heard of identity and access management (IAM). On the other hand, the Security or Middleware group on your campus may be using words such as active directory, digital identity, password managers, security tokens and authentication, but so far you haven't been included in the conversation. Watch out—it may be time to prepare for changes that lie ahead.

In this 1 hour webinar, learn why IAM is one of the most critical pieces of an enterprise architecture as you learn the basics of the technology, processes, and policy that make for an effective IAM infrastructure.

*Presenter: Steve Devoti, Senior IT Architect at the University of Wisconsin-Madison, works primarily on identity and access management, but has led or provided architecture expertise to numerous UW-Madison and UW System projects spanning networking to cloud services.*

Wednesday  
June 25  
2-3:00 pm EDT  
Register by June 20

## Cooking in the Cloud: Planning for Cloud Service Integrations

Partnering with cloud service providers can be complicated and time-consuming. For many institutions, the challenges of identity management, single sign-on, and federation aren't apparent until the contract is signed and the implementation is underway. This webinar will discuss what should be included in a project plan for federated cloud service integration. The presenters will also introduce a cloud-service cookbook and explain how this cookbook effort can help schools and vendors create a smoother process for adopting cloud solutions.

The Committee on Institutional Cooperation (CIC) is a consortium of the Big Ten athletic conference universities, plus the University of Chicago. The CIC Identity Management Task Force is creating a Cloud Service Cookbook to help lower the barriers for higher-education institutions to partner with cloud-service providers. Both the cookbook and this webinar will discuss the identity management (IDM) landscape in higher education, offer best practices, and make suggestions from procurement to implementation.

The cookbook and this webinar will also discuss how InCommon membership for both schools and vendors can help to simplify cloud integration. InCommon is an organization that serves the U.S. education and research communities to support a common framework for trusted shared management of access to online resources. InCommon is operated by Internet2, although Internet2 membership is not required for InCommon participation.

*Presenters: Keith Wessel, Univ. of Illinois at Urbana Champaign, and Keith Hazelton, Univ. of Wisconsin-Madison*

Thursday  
July 17  
3-4:00 pm EDT  
Register by July 14

### Registration

Registration for ACUTA members is \$89; for nonmembers, \$129. Your registration includes complimentary access to the archived version via video streaming following the live session. As a special offer to nonmembers, if you participate in this webinar and then purchase an ACUTA membership within 90 days, \$40 will be credited to your initial membership dues.

You may also order video streaming of an archived version of the webinar from the ACUTA Store if you cannot participate in the live session.

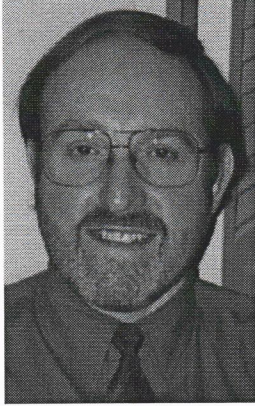
### How to Participate

You need a computer with a standard browser, computer speakers or a phone line (for the audio portion of the webinar), and your unique GoToWebinar access link. Each participant must 'register' with GoToWebinar. When you register for the webinar, you will receive an e-mail confirmation from ACUTA that will include detailed instructions on how to register with GoToWebinar and obtain your unique access link. The webinar technology integrates the presenter's slides on the Web with a computer-based or phone-based audio seminar. Webinar slides will be available on the ACUTA website prior to the webinar. The presenter will take your questions via the Web.

For more information regarding content, contact Michele West, ACUTA Director of Professional Development, [mwest@acuta.org](mailto:mwest@acuta.org), or phone 859/721-1655.

Questions regarding registration should be directed to Joanie Proffitt, Registration and Database Coordinator, [jproffitt@acuta.org](mailto:jproffitt@acuta.org), or phone 859/721-1658.

We encourage you to share this educational opportunity with anyone at your university or company.



## The Telephony IP Transition: Circumventing FCC Oversight

*Gary Audin, Delphi, Inc.*

How will the FCC's role continue to evolve as issues like the IP transition and Net Neutrality impact its jurisdiction over broadband services and carrier activity?

There are many discussions about the defeat of the FCC as it relates to Net Neutrality. Most deal with the open access and traffic-treatment issues. Under the recent court ruling, broadband providers can charge for premium service, giving priority to those who pay higher rates, which will have a financial impact on content distributors. Could the Internet provider networks buy or merge with content providers and give their content sites better service than the content competitors? It certainly seems possible. Higher costs for premium service would likely slow the development of small independent content developers with limited budgets.

But following quick on the heels of the drive to end Net Neutrality, there is another carrier goal: The dismantling of the FCC's oversight on communications services. The big carriers want to keep reducing the FCC's jurisdiction, an oversight regime which has traditionally strived for equal treatment of all users of the Internet.

### The IP Transition

The communications world is depending more and more on IP-based networks. The eventual transition to an all-IP network is inevitable, but the transition to IP is a technological development. My question is "How can we retain the capabilities and social responsibilities that came with the PSTN?"

As we now see, broadband service and the FCC's ability to ensure that we still receive the same treatment we experienced on the PSTN is in jeopardy. Under the broadband interpretation, voice calls are just another information service, a service to be treated like data.

### The Kingsbury Commitment

In the early part of the 20th century, monopolies were being broken--including Standard Oil, the American Tobacco Company and roughly 30 others. AT&T wanted to avoid such a breakup. The U.S. Justice Department was considering pursuing the breakup of AT&T, and Theodore Vail, the head of AT&T, did not want to see the company broken up. He believed in "One Policy, One System, Universal Service". This could not be achieved with a dismantled AT&T; he wanted a monopoly. So to stop the breakup of AT&T, company VP Nathan Kingsbury offered, in a letter to the U.S. Attorney General, to create a more favorable climate by divesting AT&T of its holdings in Western Union, and opening connections to the AT&T long distance network to competing telephone companies. The commitments in the letter were expanded by Congress, which formalized the legal obligations required of the old AT&T--which in turn was succeeded by today's incumbent telcos: namely, the new AT&T, Verizon, and CenturyLink.

What we in the U.S. received with this deal was the PSTN that for 100 years gave us universal service across the entire country including 911, E911 and other important services.

### What We May be Losing

We have all become used to the PSTN delivering high quality and very reliable voice services. As the PSTN moved from analog to digital switching and transmission, the service improved. As long as the IP implementation meets or exceeds the quality and reliability of the PSTN, I will be satisfied. However, this appears not to be likely.

I have fiber optic broadband service. I am very satisfied with its performance. However, when it comes to 911 support, I get less than what the PSTN delivered over copper lines. My interface unit does provide battery backup when I have a power failure, but only for 8 hours. On the copper wire connection, my 911 calls were supported as long as I had a working connection. No time limit.

If you were among those hit by Superstorm Sandy, the storm knocked out substantial communications infrastructure. When Verizon decided to re-establish communications on Fire Island NY by installing Voice Link, which is a cell-like service to replace the lost landlines, customers complained. The service was poor. A U.S. senator even got involved on the side

*continued*

of the customers. Verizon is installing fiber optic services to replace the lost copper landlines. This episode highlights the carriers' desire to offer the voice service that is best for their profits, not necessarily best for the customer.

### **The Future of the FCC**

If the FCC continues to lose jurisdiction over broadband services, you can expect the service providers to be driven by profit, not service delivery. This latest judgment lost by the FCC will probably be appealed to the Supreme Court. The possible court decision is hard to predict. We may have to push for Congress to get involved, but I hold out little hope that Congress will do anything but side with the carriers.

An excellent resource to learn more about AT&T's history and the IP transition is the Washington Post article, "This 100-year-old deal birthed the modern phone system. And it's all about to end."

You can also read the latest development, in which the FCC authorized providers to perform experiments in efforts to determine impact of technology transitions, on the FCC website.

*This article is taken from the No Jitter website ([www.nojitter.com](http://www.nojitter.com)) and printed here with permission from the author.*

## Stream the Annual Conference 2014 to Your Desk

For a taste of the quality of education provided at ACUTA events, consider purchasing the video of eight sessions from this year's conference and bring some of the conference right to your desk. Eight conference sessions can be streamed to your iPad, Android tablet, or Windows/Mac computer. The sessions also include synced presenter slides that advance automatically with the presentation. These sessions were recorded:

- Keynote: Digital Disruption: Unleashing the Next Wave of Innovation (James McQuivey, PhD, Forrester Research)
- Lightning Round: Tough Lessons Learned (Facilitated discussion led by Jerry Krawczyk, Penn State)
- Embracing Change (Riny Ledgerwood, San Diego State; Carolyn Trail, Roanoke College)
- Texas A&M Inbuilding DAS: Lessons Learned (Jason McConnell and Chris Norton, Texas A&M Univ.)
- Super Session Pt. 1: CIO/Community Colleges (Ken Ingle, Rowan-Cabarrus Community College)
- Super Session Pt. 3: CIO/Large University (Vince Kellen, Univ. of Kentucky)
- Annual Regulatory Update (J.G. Harrington, Cooley LLP)
- Business Continuity Best Practices at Carnegie Mellon (Melanie Lucht, Carnegie Mellon University)

To order these sessions, go to the ACUTA website, [www.acuta.org](http://www.acuta.org).

## Annual Dues Invoices Mailed May 1

Annual dues invoices mailed May 1. If you haven't already renewed your membership, please do that today.

In addition to timely program content and the finest professional network available to higher education information communications technology professionals, benefits such as discounts on events, free webinars, access to important legislative and regulatory information, the quarterly *Journal* and monthly *eNews*, ACUTA offers volunteers leadership opportunities to help you develop new skills and advance your career.

Mail your check today or call ACUTA headquarters at 859/278-3338 for more information.



AGL Media Group would like to invite ACUTA members to attend AGL Conference at the Gaylord National Resort June 19th, 2014. Benefit from a one-day educational conference and practical discussion about small cell best practices from wireless infrastructure and IT professionals. Session topics include small cell installations, preventing catastrophic failures, maintenance, best practices, and other insights that will help you make better business decisions.

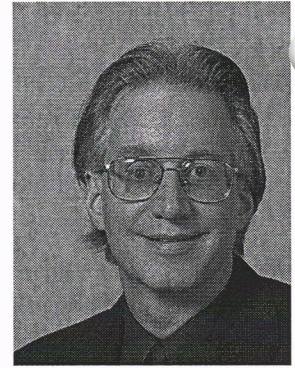
Registration is \$119. Use this code AGLACT at checkout for 15% discount.

Learn more here <http://www.aglmediagroup.com/aglevents/>

## 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.

- Verizon – Modernizing E-rate Schools/Libraries Program :  
<https://prodnet.www.neca.org/publicationsdocs/wwpdf/5114verizon.pdf>
- OECD – Broadband Portal (Stats, Reports, etc.):  
<http://www.oecd.org/internet/broadband/oecdbroadbandportal.htm>
- OECD – Int'l Cables, Gateways, Backhaul & Exchange Points:  
<http://www.oecd-ilibrary.org/docserver/download/5jz8m9jf3wkl.pdf?expires=1399394408&id=id&accname=guest&checksum=83BABB7ADAE234D0014CA92920202E62>
- OECD – Baltic Sea Submarine Cable Project:  
<http://www.lvm.fi/lvm-mahti-portlet/download?did=98843>
- NPSTC – Radio-P25 Phase 1 and/or Analog for Interoperability:  
[http://npstc.org/download.jsp?tableId=37&column=217&id=3018&file=NPSTC\\_Digital\\_Radio\\_Position\\_Paper\\_140415.pdf](http://npstc.org/download.jsp?tableId=37&column=217&id=3018&file=NPSTC_Digital_Radio_Position_Paper_140415.pdf)
- FFL – FY 14 Wave 001 E-Rate Funding Analysis:  
<http://www.fundsforlearning.com/blog/2014/05/fy-2014-wave-001-funding-analysis>
- FFL – FY 2014 E-Rate Demand Analysis:  
<http://www.fundsforlearning.com/blog/2014/05/fy-2014-priority-one-demand-analysis>
- U.S. House – Third White Paper on Competition and the FCC:  
<http://energycommerce.house.gov/sites/republicans.energycommerce.house.gov/files/analysis/CommActUpdate/20140519WhitePaper-Competition.pdf>
- U.S. House – FCC Hearing Prep Memo On FCC Oversight :  
<https://prodnet.www.neca.org/publicationsdocs/wwpdf/51314memo.pdf>
- NTCA – 2013 BroadBand Availability Survey Report (05/2014):  
<http://www.ntca.org/images/stories/Documents/bbandsurvey%20report%20-%20final.pdf>
- 2012 Broadband Availability Survey Report (003/2013):  
[http://www.ntca.org/images/stories/Documents/Press\\_Center/2013\\_Releases/2012%20ntca%20broadband%20survey%20report%20-%20final.pdf](http://www.ntca.org/images/stories/Documents/Press_Center/2013_Releases/2012%20ntca%20broadband%20survey%20report%20-%20final.pdf)
- Vonage – Infographic Says Adults Still Prefer Voice Over Texts:  
<http://blog.vonage.com/alert/vonage-survey-finds-calling-trumps-texting/>
- Pew – Internet of Things will Thrive by 2025::  
[http://www.pewinternet.org/files/2014/05/PIP\\_Internet-of-things\\_0514142.pdf](http://www.pewinternet.org/files/2014/05/PIP_Internet-of-things_0514142.pdf)
- Pew – Networked – New Social Operating System in Civic Life:  
[http://www.pewinternet.org/files/2014/05/2014-5.8.14-Networked-Civic-Life-Knight-Foundations\\_pdf.pdf](http://www.pewinternet.org/files/2014/05/2014-5.8.14-Networked-Civic-Life-Knight-Foundations_pdf.pdf)
- FCC – Fact Sheet on Protecting/Promoting the Open Internet:  
[http://transition.fcc.gov/Daily\\_Releases/Daily\\_Business/2014/db0515/DOC-327105A1.pdf](http://transition.fcc.gov/Daily_Releases/Daily_Business/2014/db0515/DOC-327105A1.pdf)
- Neurology – Virtual (Telemedicine) Visits for Parkinson Disease:  
<http://cp.neurology.org/content/early/2013/12/04/01.CPJ.0000437937.63347.5a.full.pdf+html>
- FCC Text-to-911/Next Gen 911 Applications:  
<https://prodnet.www.neca.org/publicationsdocs/wwpdf/0513guide-1.pdf>
- New America – Overview of Public Broadband Options:  
[www.newamerica.net/sites/newamerica.net/files/policydocs/ArtOfPossible-OverviewPublicBroadband\\_NAFOTI-CTC\\_0.pdf](http://www.newamerica.net/sites/newamerica.net/files/policydocs/ArtOfPossible-OverviewPublicBroadband_NAFOTI-CTC_0.pdf)
- Experian – 2014 Digital Marketer-Benchmark and Trend Report:  
[http://www.experian.com/marketing-services/2014-digital-marketer-benchmark-and-trend-report.html?WT.srch=PR\\_EMS\\_DigitalMarketer2014\\_031214\\_press\\_report](http://www.experian.com/marketing-services/2014-digital-marketer-benchmark-and-trend-report.html?WT.srch=PR_EMS_DigitalMarketer2014_031214_press_report)
- C & F: 2013 U.S. CXOs Mobile Devices Report:  
[http://corpcom.frost.com/forms/NA\\_PR\\_Clarissa\\_NCED65\\_28May14](http://corpcom.frost.com/forms/NA_PR_Clarissa_NCED65_28May14)



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# The Real Impact of Leadership

Alesia Latson

William James, the famed American philosopher and psychologist, once said, “When two people meet, there are really six people present. There is each person as he sees himself, each person as the other person sees him, and each person as he really is.” As a leader, how do you see yourself? And even more important... how do the people you lead see you?

Realize that every action you take and every interaction you have leaves a lasting impact on others. You can have the best of intentions, but if your impact isn't aligned with the intention, then your leadership may not be as effective as it could be. Why? Because in the end, what matters is not who you think you are, but the experience that other people have with you.

Now before you say, “I don't care what other people think of me,” realize that you don't need to care what they think. You do, however, have to care about the impact you have on others, on your organization, and your industry. Your impact leaves a lasting mark. What mark do you want to leave in the world?

In order to make sure you have a positive impact and are viewed as a leader others actually want to follow, take the following steps.

- **Detail the kind of impact you want to have.**

Most leaders have never detailed their personal creed. But doing so can be incredibly powerful. Therefore, get clear about who you think you are. Who are you and what do you stand for? What do you value? What is your personal creed or stance in the roles that are most important to you in your life? How do you want to be known in your company and industry?

Once you have those questions answered, ask the most important question of all: “How do the things I just detailed show up when I'm frustrated or when things aren't going well? Who am I then?” It's easy to be all of those lovely things when everything is going well. But what about when things aren't going well? How do you want to show up during the hard times? How do you want to be known when things are tough? How do you want people to experience you in the midst of adversity? Most leaders lose credibility when things are bad because they haven't thought about who they are in those situations and the kind of impact they'll have.

- **Find out how others view your impact.**

There are two ways to get information about your impact: You can ask for feedback either indirectly or directly. An indirect approach is doing an online and anonymous survey of some sort using a tool like Survey Monkey. While it's simple to do, the results are not always specific.

A direct approach is to talk with someone you trust face-to-face and ask specific questions so you can get key insights. The secret to making direct questions work is to phrase them properly. If you ask someone, “Can you give me feedback on my leadership style?” you won't get the information you need. That's a difficult question for most people to answer because it's not focused enough, and no one wants to hurt another person's feelings. Additionally, if they're not prepared for the question, they can feel like they're being put on the spot. Therefore, ask a more focused question, like, “During today's meeting, I think I may have sounded defensive when I told Chris that the idea would never work. How did it land for you? What was your experience of being in that meeting?”

Notice that you're not asking for an evaluation. You're pointing out a specific incident or behavior and asking the person about their personal experience during that moment—the impact you had. Of course, this doesn't guarantee that the person is going to tell you the truth, but it does create a condition where they're more likely to be open.

- **Change your impact, not you.**

If the results of the feedback you receive don't align with your personal perceptions about yourself, it's time to make some changes—not to you, but to your impact. First, get curious about the mismatch, not furious about the information. A good question to ask yourself is, “Under what conditions might a person experience me this way?” This validates not that you agree with the feedback, but that it is a legitimate perception. Because here's the truth: You might be a motivating, empowering, and uplifting kind of leader, but under certain conditions, even the most esteemed person can come across as harsh, cold, and defensive. So you need to get mindful of the kinds of conditions that can hinder your success. In other words, know your blind spots so you can shed some light on them.

With this new knowledge, you can take steps to consciously alter the impact you have on others. If taking one approach isn't getting you the results you want, what other approach can you try? No matter what approach you try, you're still the

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same person, just doing certain things in a different way to have a more positive impact. As long as the new approach you try supports your values and what you deem important, then you're acting in integrity and in alignment with your goals.

• **Get Real**

There's no avoiding it: All leaders leave a lasting impact. What's yours? And is it the legacy you want? When you can align who you think you are with how others perceive you, you'll be the kind of leader people naturally gravitate toward, and your enduring mark on the world will be a positive one.

*Alesia Latson is a speaker, trainer, coach and founder of Latson Leadership Group, a consulting firm specializing in management and leadership development. With more than 20 years of experience, Latson helps organizations and leaders expand their capacity to produce results while enhancing employee engagement. For more information on Alesia's speaking and consulting, please contact her at [alesia@latsonleadershipgroup.com](mailto:alesia@latsonleadershipgroup.com) or visit [www.latsonleadershipgroup.com](http://www.latsonleadershipgroup.com).*

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