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Board Approves Slate of Nominees

The Board of Directors has approved a slate of nominees to present to the membership for election to the Board. The new officers' terms begin at the close of the Annual Conference in August.

Ballots will be mailed to voting members May 17 with instruction to return a written vote postmarked no later than June 4. Ballots postmarked after that date will be disqualified. Fax, e-mail, and phone votes cannot be accepted.

Serving on ACUTA's Board of Directors provides opportunity for professional and personal growth. It requires a commitment on the part of the individual as well as the institution for which he or she works. All of these nominees are to be commended for their willingness to serve the association as Board members.

In my December column I talked about some of the skills that are often viewed as essential for an effective leader. Each of the twelve skills impacts how you work with others and how they respond to you. This is important to remember since most of us accomplish our jobs in conjunction with others or through others. These skills include:

After writing the column in which I described these skills, I became very interested in answering that question. Are there other characteristics, traits, competencies, etc., that recognized effective leaders demonstrate? Of the various insights my research uncovered, I believe the most useful is provided by Warren Bennis.

Management of Meaning
To make dreams apparent to others and to align people with them, leaders must communicate their purpose. Communication and alignment work together. People must understand and buy into the dream...
Vision: Leaders have both a clear goal and a firm commitment to reaching it.
Charisma: High self-esteem, high energy
Character: The core of a leader's creative center; his or her ideas, values, experiences, knowledge, and wisdom
Responsibility: Willingness to take risks commensurate with rewards to be gained.
Planning: A balance with execution.
Social skills: Listening and responding to people; expressing genuine interest
Achievement drive: High level of motivation
Emotional stability: Maturity
Tolerance for ambiguity: Ability to see how all the details fit into the big picture
Decisiveness: Ability to assess situations, analyze choices, and move toward solutions
Delegation: Demonstration of the principle of accomplishing more through other people.
Positive outlook: Communication of the belief that they will reach their goals.

However, does mastery of these skills ensure success as a leader?

For five years, in preparation for his book entitled An Invented Life: Reflections on Leadership and Change, Bennis followed a very diverse group of 90 leaders from both the corporate and public sectors. These individuals had to be "true leaders who affect the culture, who are the social architects of their organizations, and who create and maintain values." In his book, he identifies certain "competencies" of leadership evident to some extent in all. Four of these he terms:

- Management of attention
- Management of meaning
- Management of trust
- Management of self

Management of Attention
Possibly the trait most commonly shared by effective leaders is their ability to draw others to themselves. They accomplish this by articulating an uncommon commitment to their vision, their dream, their defined set of intentions, their agenda, or the frame of reference within which they operate—their purpose. The ability to clearly communicate that strong commitment attracts people to them.

Effective leaders manage attention through a compelling message or vision or vision if they are to fully support the leader's purpose. Effective leaders find ways of communicating meaning, often by using analogies with which people can identify.

The leader's goal is not simply to clarify or explain the purpose, but to create meaning. Once it is created, effective leaders can communicate the meaning through many layers of the enterprise. Leaders accomplish this communication in a variety of ways including, but not limited to, the spoken and written word.

Management of Trust
Trust is essential to all enterprises and their sub-units. The main determinant of trust is reliability—what Bennis calls "constancy."

Leaders "talk the talk and walk the walk" in their organizations. They deliver a consistent message in all they do. One phrase that Bennis frequently heard when he talked with board members or staffs about these leaders was "Whether you like it or not, you always know where she/he is coming from, what she/he stands for."

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New Area Code for ACUTA: Central Kentucky is transitioning to a new area code. Please note our new number: 859/278-3338
Spotlight on Volunteers: State Coordinators

In the first of a series of spotlights on our volunteers, we posed some questions to state coordinators Anne Apicella, New Mexico, and Sheila Sanders, Alabama.

After “yikes—30 years!” in telecommunications, Anne is looking forward to retiring this summer. Her career has included positions with several players in the field of telecommunications: Western Electric, Pacific Bell, PacTel, and, since 1990, the University of New Mexico.

How did she find her way to ACUTA? “As soon as I joined UNM, I realized that I needed a source of reliable, unbiased information to help me be effective, so in 1990 I joined ACUTA because it was (and still is, in my opinion) the only organization that can give me the information and contacts I need to stay current in the industry, and especially how it relates in a higher education environment.”

As a state coordinator, Anne has tried to keep a finger on the pulse of local issues.

“Several New Mexico institutions are currently working with the state Public Regulatory Commission and the state Attorney General’s office to try to end the ‘cramming’ practices we have been suffering,” she reports. “We seem to be moving toward having the carriers recognize that this is a major national problem for colleges and universities.”

Through her active participation in ACUTA’s listserve, service on committees and the Board of Directors, and presenting and participating at the events, Anne has been a real asset to ACUTA.

Sheila Sanders began working at the University of Alabama at Birmingham in 1983 when their first switch was installed. “Prior to that,” Sheila says, “UAB was actually my account when I worked for a local interconnect company. I became Director of Telecommunications in 1989. I have been involved with ACUTA since the late ’80s (so long I can’t remember).”

Asked how ACUTA has benefited or affected her, Sheila says, “Whether it is getting an idea by lurking on the listserve, borrowing an RFP or vendor list from another university, or just commiserating with someone else who has the same issues you do, ACUTA is an organization made up of wonderful people who are always willing to help each other.”

Networking among college and university telecommunications folks in Alabama is a tradition of long standing, according to Sheila. “We rotated the meeting to a different campus each quarter. This was really helpful to all of us and although we haven’t met for a while, we are planning a meeting soon. I recommend this as a great way to stay in touch with your local friends.”

Thanks to both of these professionals for their participation as ACUTA state coordinators.

ACUTA LEGISLATIVE & REGULATORY AFFAIRS COMMITTEE

DC Update

Qwest will be the owner of the centers and IBM Global Services will be the builder plus provide operational support during the three years. The centers will be connected through Qwest’s broadband Internet network. IBM will have “Web-hosting space as the anchor tenant of each CyberCenter it builds. The first four centers will be in Pennsylvania, Texas, California, and Virginia. Qwest plans to have more than 60 centers in

Commission on Truth in Billing that took effect on April 1. The companies wanted to get some extensions beyond the April 1 date for them to comply. (TR 4/10)

Line Sharing Speeds

In November 1999 the FCC ordered ILECs to make line sharing available to requesting carriers. Rhythms NetConnections, Inc., is working with GTE under a line-sharing agreement in
Lucent System 75 PBX

According to The Telecom Manager’s Voice Report (VR 3/27), Lucent will discontinue maintenance, time and support for the 15-year-old System 75 PBX line effective 12/31/01. Fifteen years is a long time in the PBX/telecom business, and it’s unlikely that very many 75s are still in use. If your campus does have this system, you should start planning for a replacement.

Qwest/IBM Data Centers

As reported in Telecommunications Reports (TR 4/3), Qwest and IBM have announced a cooperative agreement to build and deploy 28 Internet data centers over the next three years. The CyberCenters will be used to provide next-generation e-business services and applications, including facilities colocation, integrated Web-hosting solutions, and application service provider platforms.
Colleges and Universities Exempt from CALEA

In response to an inquiry posed by Carmine Piscopo of Providence College, Rodney Small of the FCC/Office of Engineering and Technology has confirmed that colleges and universities are exempt from CALEA. The following is the text of that response:

In August 1999, the FCC issued a Second Report and Order specifying the entities subject to CALEA and a Third Report and Order finalizing CALEA technical standards. These documents, accompanying news releases, and other information pertaining to CALEA may be found on the FCC’s CALEA home page: http://www.fcc.gov/wtb/cslfinfo/calea.html.

With regard to your specific question, paragraph 6 of the Second Report and Order states: One of the key questions in this proceeding is what entities and which of their services are subject to the requirements of CALEA. Section 103 specifies that the assistance capability requirements apply only to telecommunications carriers, which section 102(8) defines primarily in terms of the kinds of services offered. Thus, section 102(8)(A) and (B) provide: The term "telecommunications carrier" - (A) means a person or entity engaged in the transmission or switching of wire or electronic communications as a common carrier for hire; and (B) includes - (i) a person or entity engaged in providing commercial mobile service (as defined in section 332(d) of the Communications Act of 1934 (47 U.S.C. 332(d))); or (ii) a person or entity engaged in providing wire or electronic communication switching or transmission service to the extent that the Commission finds that such service is a replacement for a substantial portion of the local telephone exchange service and that it is in the public interest to deem such a person or entity to be a telecommunications carrier for purposes of this title....

Section 102(8)(C) then identifies two categories of entities that are exempted from the definition: (i) persons or entities insofar as they are engaged in providing information services; and (ii) any class or category of telecommunications carriers that the Commission exempts by rule after consultation with the Attorney General.

Accordingly, because colleges and universities are not telecommunications carriers as defined by section 102(8) of CALEA, CALEA regulations do not apply to them.

Board Report

April

A joint meeting of the Board of Directors and the Chairs of the Standing Committees was held on April 8, 2000 at the Spring Seminar. The following are highlights of that meeting:

· The slate of nominees for the upcoming elections was approved by the Board.

· Walter Magnusen, Texas A & M University, was approved as a new member of the Publications Committee.

· Joseph Vasquez, San Diego State University, was approved as a new member of the Legislative/Regulatory Affairs Committee.

· Work was begun on the proposed budget for fiscal year 2000-2001.

· The Board approved the recommendation of removing the Marketing Committee as a permanent Standing Committee. The Web Recognition sub-committee will remain as an Ad Hoc Committee.

· The Facilities/Services Survey will be available on-line with searching capabilities in the near future.

· The Board approved the continuation of the Fall Seminar through 2001. An Ad Hoc Committee will be appointed to evaluate issues and concerns for future Fall seminars, and/or new program initiatives.

Respectfully submitted,

Linda Bogden-Stubb
SUNY Upstate Medical University
ACUTA Secretary/Treasurer

Free Encryption Software for Colleges and Universities

More High Tech Short Takes

Fast Data

According to the Los Angeles Times (4/7/00), a new technology called ootochains

Daniel C. Devine
ACUTA Communications Intern

Due to denial-of-service (DoS) attacks on Yahoo.com, Amazon.com, and other Internet sites, SSH Communications Services and the SANS Institute recently

Institute, fifty university security people identified high cost as one of the principal impediments to improved security.

From this initial meeting came eight months of research by technical
could dramatically improve high-bandwidth access to the Internet. Using optical chips to send data as light signals through fiber-optic networks provides economies in speed—at least 10 times faster than current electro-optic modulators—and power. The new technology needs only 0.8 volts to operate, a real improvement over today’s devices which require 5 volts. If the technology passes long term testing, and if certain other companion technologies are developed in the interim, it could be available commercially in as little as two years.

Fastest Switch on the Market?
Juniper Networks is announcing a new router that may be the fastest electronic switch on the market, offering data flows of 10 billion bits a second.

Smooth as SilK
The New York Times (4/3/00) reports that IBM has developed a chip manufacturing process that uses a new insulating material known as SilK for isolating the copper wires in an integrated circuit. One important result will be an increase in chip performance by as much as 30%. By significantly decreasing “cross talk” between wires, SilK will allow denser packing of wires on a single chip, and will make the chip faster by allowing the transistors connected by the wires to switch on and off more rapidly.

Mac or PC
For centuries, the question of whether to use a Mac or a PC has been a contentious one. Now, with the release of Mac OS X, the choice is even more difficult. Mac OS X is a rewrite of the Mac OS from scratch, and it introduces a new user interface and a new scripting language. However, the transition to Mac OS X has been met with some resistance, particularly from users who are already familiar with the Mac OS and do not want to learn a new operating system. The switch to Mac OS X is not as difficult as it might seem, though. With the release of Mac OS X 10.2, Apple has introduced a new feature called “Boot Camp” that allows users to dual-boot between Mac OS X and Windows XP. This means that users can run both operating systems on their Macs, and switch between them as needed. Boot Camp is installed on the hard drive during the installation process, and can be enabled in the System Preferences panel. Once enabled, users can boot into either Mac OS X or Windows XP by selecting the appropriate operating system from the boot menu. Boot Camp also allows users to partition their hard drive, creating separate partitions for Mac OS X and Windows XP. This means that users can install applications on one operating system and not affect the other. Overall, Mac OS X is a great operating system for both Mac and PC users, and the addition of Boot Camp makes it even more appealing for PC users who are looking to switch to a Mac.
From ACUTA Headquarters

Destination: DC

As the school year comes to a close, and most students leave campus for the summer, Telecom and IT departments gear up for building renovations and other summer projects. However, summer is also an excellent time for your own professional development and renewing contact with professional colleagues through attendance at the ACUTA Annual Conference.

This year, Washington, DC is the site for this exciting annual event. The Marriott Wardman Park is a classic historical hotel property, totally updated and renovated just last year to a state-of-the-art meeting facility. The hotel is located in the lovely Adams-Morgan section of Washington, surrounded by beautiful homes, quaint shops and interesting ethnic restaurants, and not far from the National Cathedral, Rock Creek Park, and other landmarks. (As a legislative intern back in the late ’70s, I lived in this part of Washington and loved it!) Just a few steps from the hotel is a Metro stop (Washington’s clean, efficient, and inexpensive subway system), from which trains can whisk you away to all of the museums, galleries, government buildings, monuments, and world-class shopping that make Washington such an exciting destination.

The Program Committee has planned an outstanding event this year, although it was tough selecting from the many good proposals received from ACUTA institutional and corporate members. The keynote sessions promise to be particularly enlightening. Dr. Donald Langenberg, Chancellor of the University System of Maryland, will share his insights about information technology and its effect on the accelerating transformation of higher education. Steve Farber of the "tomatoes company" will advise us on how to create and communicate a compelling picture of tomorrow, inspiring action and commitment to the future vision while trying to survive the chaos of today.

Jeff Linder will present the latest important Federal regulatory and legislative information affecting campuses in the U.S. Don Blohowiak of the Lead Well Institute will offer a practical guide to translating leadership concepts into day-to-day leadership realities geared to the pressured environment of your campus. Finally, Bob Hirschfeld, a "Cybersatirist" will leave us all laughing with his hilarious look at the digital age.

For campus executives and senior technology leaders, the Higher Education Advisory Panel has planned an exceptional program for the fourth Senior Leadership Forum, July 31 and August 1. This year, Forum participants will examine three critical topics: integrating technology into instruction, user support, and e-business in higher education. I would urge you to make your senior technology executives aware of this program. Call or e-mail the ACUTA office (Amy Conrad, 859/278-3338, acronad@acuta.org) to add them to the mailing list.

The Annual Conference offers a wealth of education and all-important opportunities to exchange information with colleagues from institutions facing challenges similar to yours. Join us in Washington, and put a face to the names you see so often on the listserve! It will make your exchanges throughout the year that much more meaningful.

Institutional Members
- Alcorn State Univ., Alcorn State, MS. Wiley Jones, 601/877-6151. T2 ... www.alcorn.edu
- Haverford College, Haverford, PA. Alan Crossman, 610/896-1250. T1 ... www.haverford.edu
- Northeastern Univ., Boston, MA. Brian Burns, 617/373-2340. T4 ... www.neu.edu

Corporate Affiliate Members

President’s Message

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Countdown to Conference

Just In Time*

Last minute crunch. Remember when that was the exception, not the standard? When you faxed something that was "urgent"? Those were the good old days! Now, we can't wait for a fax. We need an ISDN or T-1 line or Cable Modem to speed important information.

Soon, we'll laugh at our ridiculously pokey and primitive ways. Get in line for the forthcoming release of the new Wintel CranialLink — a subdural neuro-digital satellite-linked synchronous synaptic processor, complete with a USB port, fiber optic connector, and optional AAA GlutealTuckPak power source. It's installable in less than a day on an outpatient basis. (Consult your HMO or managed healthcare plan for restrictions.)

Blame technology. Blame downsizing. Today, it's just-in-time everything. Whenever you lay blame, the modern business culture has turned us all into citizens of, and slaves to, the "instant gratification nation." We gotta have it now, if not sooner. Time-sensitive has been eclipsed by time-obsessed.

Lily Tomlin may have put it best when she quipped, "For fast-acting relief, try slowing down." Quality thought, the kind that leads to quality action, takes a bit of time to reflect, to consider, and to plan.

To learn techniques to help you make it happen in the pressured environment on campus, attend Don Blohowiak's general session at the ACUTA 2000 Conference. Plan your travel to stay for his session on Thursday morning.

* Article excerpted with permission from Don Blohowiak's The Leader's Letter, Copyright (c) 1999, www.LeadWell.com

Management of Self

The leadership competency Dennis terms management of self may be less obvious than the other competencies, but it has the potential for very positive or negative affect on an enterprise. Knowing one's skills, both strengths and weakness, and deploying them effectively is critical; without it, leaders have the potential to do more harm than good. Leaders, who know themselves, know their strengths and nurture them in fostering their objectives.

Balancing both their professional and personal lives is essential in creating an environment that minimizes the stress on both our employees and ourselves. We have all witnessed executives that have given themselves heart attacks and nervous breakdowns. Even worse are the leaders who are 'carriers,' causing their employees to be ill.

If you look at these competencies, it is easy to recognize many of the skills listed at the beginning of this article. Vision, character, responsibility, social skills, achievement driven, emotional stability, and positive outlook are all components of Dennis' Four Competencies. Clearly there is a relationship between the individual skills and being and/or becoming an effective leader.

Each of us in our own position has the potential to provide leadership to our group, unit, division, or institution. However, we can enhance our position by recognizing the competencies of effective leaders. Identifying those individuals within our institutions who exhibit such competencies and positioning ourselves to work with those individuals can also positively impact our units and contribute to the overall mission of our institutions.

As always, I welcome your comments anytime at mordosky@bradley.edu.