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Who Are the Leaders?  WE ARE!

Anne Apicella, ACUTA Director-at-Large
Univ. of New Mexico

We've all heard the expression "lead, follow, or get out of the way," and many of us may have assumed that to be a leader you must be in the highest executive ranks of an organization. But leaders exist—in fact, are needed—at every level.

What is leadership? It is an influence process, working with and through people to accomplish their goals and the goals of the organization.

Successful leadership is increasingly dependent on a deeper understanding of personal relationships and the dynamics of how groups and systems function. Leaders aren't just the "boss." Every one of us has the opportunity to be a leader every day.

What are the characteristics of a leader? A high IQ or technical skills are only part of the picture. In fact, of "people" skills. While technical skills are important, leaders usually also have strong social skills, too.

Truly successful leaders typically demonstrate the following behaviors:

Social skills. Leaders generally have the ability to handle any situation because of an outgoing or socially adaptive style. They tend to be proficient in managing relationships and building networks. They can often find common ground and build rapport, using persuasiveness and team leadership to get others to work together. Ultimately, their social skills make them ideal to lead others in

matic. They practice good listening, a behavioral skill that can almost instantly transform an individual into a more agreeable person. Leaders typically practice empathy, making them more attuned to the social signals that indicate what others need or want. A sense of humor, and especially self-deprecating humor, goes a long way in making a leader seem to be agreeable.

Emotional stability. A leader is someone who is predictable and dependable. They do what they say and mean what they do. It is the person who appears mature, stable, and grounded. We typically see this behavior demonstrated as consistency, steadiness under fire, and observable self control. They handle their feelings so they are appropriate, and have the ability to shake off anxiety, gloom, and anger. Anger management is perhaps the most important skill of a leader, because the leader sets the tone. If the leader cannot
This month, I would like to continue to report on our very productive weekend in Lexington last September. As I began to put the details together for this column, I came to the conclusion that a summary might be more palatable than a step-by-step description. I would be happy to provide more details if anyone wants to discuss them, but for now, let's step back and take a look at the bigger picture.

From the timeline, reproduced in the September newsletter, the group (which included the Board, committee chairs, and staff) identified specific issues we will need to focus on as an association as we add leadership to our agenda. These issues include such things as change management, identification of trends and adapting to them, resource management, communication, and more.

At each step of the identification process, our facilitator brought us together then created separate small groups as we dissected and massaged ideas. Our goal was, ultimately, to determine the key elements of the leadership agenda. We asked how we can create an applicable leadership model. Where do we find champions? How do we present the case? How do we balance what we already do well with this enhanced leadership initiative? Arriving at the questions was a painstaking process, and developing the elements we identified was yet another challenge.

As we pressed closer to the final product—new action items for the strategic plan—we considered each recommendation, the rationale behind it, the resources it would require, and other aspects essential to the accomplishment of the task. Along the way we separated into small groups and came together, then separated into different groups and came together again. The mix of personalities and experiences was always changing as we interacted and engaged in dialog and pressed on to the goal.

This is an ongoing initiative, and you will be hearing more details as we develop the leadership agenda through the year. I hope you will see how important it is to your career and to campus telecommunications departments that each of us becomes involved in the strategic planning process at the highest appropriate level on our campus. These are pivotal times for campus telecom professionals, and we need to be prepared for the inevitable changes that will result from the introduction of new technologies. Your board and committee chairs are committed to your success and the success of ACUTA.

I welcome your comments anytime at mordosky@bradley.edu.
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watching) and have a true drive to succeed. They tend to lead by doing, and have an insatiable desire to complete a given task in the best way possible. But the drive to achieve success is balanced by doing things right. Leaders are self-motivated and typically display a passion to work for reasons that go beyond money or status. They just have a strong desire to achieve, and are optimistic even in the face of setbacks.

**Intelect.** This doesn't necessarily mean advanced formal education. We all know someone who has a consuming desire to know, to understand, to uncover why something works or the truth behind what has been said. They have an indomitable curiosity and an openness to new ideas that continually surprise even those who know them well. They are intellectually honest and willing to ask tough questions of themselves and others. The issue here is less brilliance or intelligence than it is the pursuit of integrity and an unwillingness to settle.

What I have described is now known as “emotional intelligence.” Recent research has shown that emotional intelligence is twice as important as IQ for jobs at all levels. It is a combination of these behaviors that gives the leader the ability to lead in a variety of situations.

Many of us are not born with these capabilities, but fortunately, emotional intelligence can be learned. The process is not easy. It takes time and, most of all, commitment. All of these behaviors require a dedication to practice and a willingness to be a bit uncomfortable as you learn the new and necessary skills. But the benefits that come from having a well-developed emotional intelligence, both for the individual and the organization, make it worth the effort.

Ralph Waldo Emerson once wrote, “Nothing great was ever achieved without enthusiasm.” If your goal is to become a real leader, these words can serve as a guidepost in your efforts to develop the high emotional intelligence that will bring you success.

**DC Update**

**Truth in Billing**

The FCC Common Carrier Bureau’s enforcement division has announced a delay of the effective date of two parts of the Truth in Billing requirements. The Bureau has made the change due to concerns about whether the small and midsize carriers would be able to comply with the recently issued order. The two parts of the order are:

1. The requirement that all carriers offer bundled telecommunications services with their voice services.
2. The requirement that carriers charging retail costs for their services must charge the same amount for each service included in the bundle.

The average monthly amount by which the subscriber’s telecom charges are reduced by that subsidy, (TR 10/11) Rep. Tauzin has introduced bills in the House before that would fund the e-rate program with revenue from the federal telecom excise tax but TR (10/4) noted that this bill will likely not get through the congressional rush of the year end.

**Comments.**

One interesting aspect of this issue may be whether or not the college or university owns the wire and conduit that is used to provide service on the campus. If the institution wired the campus and owns everything related thereto, they may not have to let other companies into the buildings or even on
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Slamming and Cramming
The FTC has settled a lawsuit accusing seven parties of padding customers’
telephone bills with charges for unauthorized services. These parties will have to
pay $1.6 million for redress and refunds.
Three of the companies involved were
Hold Billing Services Ltd., Avery Communications, Inc., and Veterans of America
Association, Inc. The other four parties are tied to one or the other of these
three companies.
Qwest Communications Corp. has
agreed to pay the Oklahoma Corpora-
tion Commission $30,000 to settle
complaints that Qwest “slammed”
subscribers. The agreement also calls for
Qwest to pay the commission $50,000 in
each year that the commission receives
10 or more slamming complaints for the
next three years. The total payment
could be as much as $180,000. In
addition, Qwest must obtain the
approval of the commission’s Consumer
Services Division for any sales, advertis-
ing, and marketing materials directed to
Oklomans. (TR 10/11)

Building Access
Several members of the House have told
the FCC that it has the authority to
move forward on proposals to ease
CLECs’ access to multitenant buildings.
The rulemaking proposals have been
questioned by building owners and FCC
Commissioners Fuchsgott-Roth and
Powell. In June the FCC concluded
tentatively that section 234 of the
Telecom Act of 1996 “requires utilities to
give telecom and cable TV service
providers access to rooftops, other
rights-of-way, and riser conduit that
utilities control in multitenant environ-

Mobile Telephones: Safe?
The wireless industry has provided $26
million to fund a six-year research
program to explore possible health
effects of mobile phone use (TR 10/11).
This research has been ongoing since
1993 and is expected to continue for
several years as funds are made available.
The manager of the project has advised
management of some of the largest
wireless phone companies that there are
some problems and that the industry
seems to be ignoring the findings in
claiming that wireless phones are safe for
all consumers, including children.
The research has identified at least three
specific problems being linked to mobile
phone use: (1) The death rate from
brain cancer among handheld phone
users was found to be higher than the
deatl rate from brain cancer among
those who used non-handheld phones;
(2) Acoustic neuroma, a benign tumor of
the auditory nerve, was found to be 50%
higher in people who used mobile
phones for six years or more; (3) The
incidence of rare neuro-epithelial tumors
on the outside of the brain was more
doubled in mobile phone users.”
In the same issue of TR is an article
entitled “Gas Stations Bar Mobile Phones: CTIA Condemns Explosion
‘Myth.’” The banning of mobile phone
usage in gas stations referred to were in
the United Kingdom and Australia by BP
Amoco. However the article noted that
the “U. S. Chevron Corp. also plans to
restrict their use.” The wireless industry
has responded by attempting to debunk
what it says is an “urban legend.”
Convergence In the Real World:
Voice, Video, Data over ATM and ISDN-based Video Conferencing at Millersville University

Originally founded in 1855, Millersville University has evolved into a thriving public, liberal arts university with over 7,500 students. The institution is one of 14 universities associated with Pennsylvania’s State System of Higher Education (SSHE) that has enrollment in excess of 95,000 students. Seeking to service the future needs of its students, faculty, and administration, Millersville wired its 250-acre campus with converging technology to ensure the longevity of their investment and learning environment.

Fiber Distribution: Conduit of Choice
Beginning in 1991, Millersville installed a fiber plant to consolidate computer systems and to create reliable campus connections. More than 70 strands of multi-node fiber among three campus facilities were installed. Seeing the immediate benefits and results of voice, data, and video sharing the fiber infrastructure, the university decided to incorporate fiber to every major classroom, administrative, and office building.

With the replacement of their existing communications platform in 1995, Millersville’s purchase of an Intecom E* communications platform prompted further fiber incorporation into virtually all 34 buildings on campus. A critical factor in the vendor selection process was that the platform’s architecture be capable of seamlessly adapting to Millersville’s environment and fiber direction. Millersville’s campus is currently equipped with over 4,000 PBX lines and 18 distributed nodes.

"Millersville has always worked with vendors to beta test products," said Rick Fritz, Millersville’s director of communications and network services. "You always gain knowledge in testing applications, whether they work or not. The ATM distributed rack has been running flawlessly ever since. There is no way to tell it is using the ATM fabric instead of the proprietary fiber cards."

The interface for distribution via an ATM backbone will allow simpler and more powerful integration of various applications and forms of communication for Millersville. The flexibility of the convergence-ready platform further enhances the ability to communicate.

Video on Campus
The institution acquired its first portable video room system in 1997. Using an Ascend IMUX with four BRI ports with a maximum speed of 512K, the university also decided to use Intecom’s platform for ISDN connectivity to control the lines and move them around campus as needed. The institution then started using portable ISDN room units at other campus locations as it was simply moving or adding a card with a distributed rack on the E platform.

The university quickly found that the faculty needed training on use of the portable video room system. The faculty used BRI ports off of the platform and moved the ISDN anywhere on campus on net calls on ISDN, at no charge.

Board Report

October

The Board of Directors met on October 9, 1999 at the Fall Seminar in Denver. The following are highlights of that meeting:

- The Board reviewed and approved recommended changes to the strategic plan that were a result of special joint meeting of the Board, committee chairs, and staff held in September. Action items were added to reflect initiatives in leadership opportunities.

- ACUTA members will be receiving a monthly electronic newsletter on legislative and regulatory issues, based on a monthly update to the Legislative/Regulatory Affairs Committee from Wiley, Rein & Fielding.

- The theme and tracks for the 2000 Annual Conference were approved. The theme will be "ACUTA 2000: Monumental Opportunities for Leadership."

- The Board voted to approve a recommendation from our financial advisor at Morgan Stanley Dean Witter to invest an additional $50,000 from our Dean Witter Active Account to our Brandeis Account. All ACUTA investments are performing well.

- New enhancements to Bronze, Silver, and Gold Corporate Affiliate Memberships were approved. The new program was designed to enhance the value of being a member of ACUTA for higher levels of corporate membership.

- ACUTA has been invited by EDUCAUSE to participate on a panel at a forum with vendors, to be held at Penn State, on “Broadband Pricing.” Tony Tanzi and Tony Mordosky will represent ACUTA.

Respectfully submitted,

Linda Bogden-Stubs
SUNY Health Science Center at Syracuse
ACUTA Secretary-Treasurer
In 1999, Millersville became part of a statewide project to use video over the state's ATM network. Needing PRI interfaces for their ATM video gateway, Millersville simply performed a card switch in the distributed rack. Funds were allocated to convert the room system and the first video conference was conducted in July of this year. The system ran more than three hours without a drop over the ATM network and ISDN conferencing. The college is still using Intecom's platform for PRI access to PSTN for non-ATM users around the country.

**Community Network**

Millersville has an ATM network in place to serve constituents of various nonprofit entities in the region, including the county library system. The Intecom E also provides ISDN services to areas that are not served by ATM.

Millersville and Intecom have agreed not only to make the university a showcase for voice technologies, but to work in consort: as partners to integrate emerging technologies that will benefit the educational environment in the support of new institutional delivery methods by combining video, data, and voice technologies and make access easier via the Internet, intranet, and extranet.

This information was part of the joint presentation by Millersville and Intecom delivered at ACUTA's 28th Annual Conference in Nashville.

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**Winter Seminars:**

Join Us in Newport Beach

January 9–12!

It's time to register for the ACUTA Winter Seminars to be held at the Marriott Hotel in Newport Beach, California, January 9–12, 2000. Register by December 10 and save $50. Remember that December 10 is also the hotel registration deadline. If you did not receive the brochure, call the ACUTA office at 606/278-3338. Details and a registration form are also available online at www.acuta.org.

**Track 1** will provide the latest information and advice on

Legislative and Regulatory Issues. Attorneys from three

top Washington law firms that specialize in higher education telecommunications will provide their perspectives on slamming, wireless calling party pays, copyright, billing formats, unauthorized charges, and more. Ellen Blackler of the FCC will review new rules requiring telecom equipment to be accessible for persons with disabilities. ACUTA members will discuss the implications of cable open access, cramming, unauthorized charges, local number portability, Internet issues and much more.

**Track 2** will focus on Next-Generation Telemangement—from traditional billing and call accounting to LDAP and tracking network utilization. Case studies from member institutions will highlight their successes, challenges, and advice for their peers. Attendees will also explore the implications of the convergence of voice and data on telemangement, and ways that telecom interacts with campus-wide data systems and Web-based applications.
From ACUTA Headquarters

ACUTA Benefits Available to Colleagues at Your Institution

Depending upon the size of enrollment at your institution, from one to four individuals on your campus have been designated as ACUTA representatives. However, the ACUTA Board of Directors would like to remind you that this does not limit the availability of valuable publications and other services to these designated representatives. Many services are available to anyone at your institution upon request, either at a nominal fee or free of charge.

With Telecom/Networking/IT organizational structures changing on many campuses, there may be new individuals at your institution who should be receiving the ACUTA News, the Journal of Telecommunications in Higher Education, Legislative/Regulatory Alerts, notification of conferences and seminars, books, and other publications. In addition, many colleagues would certainly benefit from access to the telecom list serve, electronic resource library, online products and services guide, and other services.

Even if your telecom organization hasn't been reorganized, there are individuals on your campus who would benefit from regular copies of ACUTA publications and alerts. These could include one or more vice presidents or assistant/associate vice presidents (perhaps those who are responsible for information technology, business affairs, faculty technology support, distributed learning, legal counsel, or government affairs/external relations), the academic chair of the telecommunications or information technology department, or the library.

Closer to home, there are certainly technical or administrative staff in your own department who need to be current on the issues and exposed to trends in higher education technology. For a very small cost, you can support your staff’s professional development by providing them their own subscriptions to ACUTA publications, or by encouraging them to subscribe to the ACUTA list serve at no cost whatsoever.

Here are a few ways in which ACUTA resources are available to colleagues on your campus:

- Effective immediately, ACUTA legislative/regulatory email/fax alerts will be sent to all institutional, associate, and emeritus members, rather than just to the primary representative. This will be done at no charge, in an effort to disseminate vital information about regulatory issues to all within the campus telecom community with a need to know.
- Anyone at a member institution or company is eligible to subscribe to the ACUTA telecom list serve (electronic discussion group) at no cost.
- In early October, after all membership renewals have been processed, we provide the new user name and password for the member-only sections of the ACUTA Web site to designated ACUTA representatives and individual members. This information may be shared only with colleagues at your member campus or company, but we do not place limits on the number of people in your organization who may access the password-protected areas.
- Individual publication subscriptions may be purchased for anyone at your institution or company, so they don’t have to wait weeks or months for that dog-eared copy being routed department-wide. The monthly ACUTA News costs only $45 per year, and the quarterly Journal is $60 per year for individuals at member institutions or companies. (All designated representatives already receive these publications, a benefit included in the institution’s or company’s dues.)
- For the economical cost of $155 per year, anyone who is involved in any phase of telecommunications services at your institution qualifies to be an Associate Member. This will allow you to designate additional members beyond the ACUTA institutional representatives to receive the benefits of membership. They will receive the monthly ACUTA News, the quarterly Journal, all other publications including the valuable ACUTA Membership Directory, legislative/regulatory updates, and much more. They will also qualify for member...
Welcome New Members

Corporate Affiliate Members

COPPER LEVEL

- ACE*COMM, Gaithersburg, MD. Tamara Johnson, 301/721-3132 ........................................ www.acecomm.com
  ACE*COMM develops, markets, and services OSS hardware and software solutions for data and voice networks.
- First Fibre, Inc., Ocean Township, NJ. Thomas Grory, 732/918-2381 .................................. www.firstfibre.com
  First Fibre is a manufacturer and vendor of innovative fiber and connectivity solutions for MAN, campus, and LAN architecture.
- Hotline Home, San Antonio, TX. Nicolas Hollis, 210/308-1252 ........................................... www.hotlinehome.com
  Since 1994 Hotline Home has provided significant savings for students and parents with personal toll-free numbers.
  P25 Engineering is a full service mechanical/electrical/telecom engineering firm offering fire protection and control system design.
  Scitec, Inc. is a designer, manufacturer, and marketer of low cost telephones specializing in the college/university and hospitality markets.

Network Voice Specialist, Bridgewater State College
Send letter of application, resume & five professional references to: Office of Human Resources, Bridgewater State College, Bridgewater, MA 02325. Review of applications ongoing until position is filled.

Senior Communications Analyst, Lehigh University

Microcomputer/Network Consultant in Support of Lab Software, Indiana State University
Send resume, letter of application & three references to: Chair, Microcomputer/Network Consultant in Support of Lab Software Search Committee, Info. Tech./User Services, Rankin Hall, Indiana State Univ., Terre Haute, IN 47809. Applications accepted until position filled. AA/EOE

Asst. Network Engineer, Indiana State University
Send letter of application, resume, and three professional references to Yancy Phillips, Chairperson, Network Engineer Search Comm., Info. Tech., Indiana State University, Terre Haute, IN 47809. Review of applications began 11/1/99, continues until position is filled. Position available immediately. EO/AAE

Asst. Professor of Telecommunications (tenure track), University of Kentucky
Contact: Dr. Thomas R. Lindlof Search Chair, Telecom Positions, School of Journalism & Telecommunications, 212 Grehan Bldg. Univ. of Kentucky, Lexington, KY 40506-0042

For more ideas and information on resources available to your campus or company from ACUTA, contact Kellie Bowman, Manager of Membership Development, at 606-278-3338, or kbowman@acuta.org.

On behalf of the ACUTA Board, we hope that you will consider expanding the dissemination of telecommunications information from ACUTA to a broader spectrum of the people on your campus who are responsible for communications and information technology. As technology issues touch more and more people on campus, and new colleagues find themselves with telecom or IT responsibilities, it can be very helpful to know that they have access to the rich information resources and accumulated expertise of ACUTA members supporting them in their efforts.