ACUTA eNews September 1991, Vol. 20, No. 9
Legal counsel retained for aggregator challenge

ACUTA's Legislative and Regulatory Affairs committee has retained legal counsel and will proceed to gauge the receptivity of the Federal Communications Commission and possibly the U.S. Congress toward granting exemptions from the Operator Services Act for the special needs of colleges and universities.

ACUTA's Board of Directors has approved the exploratory first phase of a two-phase action proposed by the committee and the expenditure of up to $10,000 in legal fees and other costs.

With the professional counsel of Sutherland, Asbill and Brennan, whose partner Anne Jones delivered the Annual Conference keynote address in St. Louis, the committee plans for her and ACUTA representatives to meet with a majority of the five-member commission and their legal staff. Since the FCC is responsible for enforcing the intent of Congress, the commissioners may want the guidance or concurrence of Congress or at least congressional leaders, Jones has advised the committee. If this is the case, contacts will be made with the House Commerce Committee which has oversight of the FCC (Please turn to page 7)

Win/win is the goal of successful negotiating, Dawson tells attendees

"Never jump at the first offer no matter how good it looks."

That bit of advice is almost a cliche, but it is a basic point in the delicate art of negotiation taught by international consultant Roger Dawson.

"If you take the first offer, the other side will think they have made a mistake by starting out too low," Dawson advised attendees of ACUTA's 20th Annual Conference in St. Louis.

At the conclusion of a successful negotiating session, both sides should feel that they have won, he explained. "A win/win result is the smart negotiator's goal."

While negotiations shouldn't open with hostility, "you should always ask for more than you really want or expect to get," he explained. (Please turn to page 4)
0+ fraud alive and well

The 0+ fraud issue is still here. When Presbyterian College in Clinton, SC, unblocked 10-XXX-0+, and O1+, while keeping 10-XXX-1+ and 011+ blocked, as part of a cutover to a T-1, the restrictions worked correctly. But we still found ourselves open to toll fraud!

We tried dialing an inter-lata 0+ call using the sequence 9,10-XXX, 0-NPA-NNX-XXX. When the operator came on line, we said, "I want to make this call person-to-person for Mrs. (name supplied)."

MCI (10-222), Sprint 10-333) and Phone America (10-742) all passed the call, billing it back to the originating number.

AT&T, (10-288), TelecomUSA (the default PIC, 10-852) and Southern Bell (for intra-lata calls), correctly refused to bill the calling number.

We have all our ANI's and trunks set for call screening to prevent operator-assisted, sent-paid calls and collect, or third-number billed calls.

According to Bellcore (Special Report SR-OPT-00184, June 1991, page 1), there are 700 Carrier ID codes assigned. Identifying active PICs in a given central office, contacting those carriers to see if they subscribe to Bell's screening database, informing them that we do not allow 0+ sent-paid and resolving the inevitable charges that get through, etc., ad nauseam – is the problem looming behind the implementation of 10-XXX or so-called "equal access" codes.

I see only a few options. The FCC can:
• Require all carriers to subscribe to Bell's database

ISDN enhances campus safety at Duke

Duke University is using its ISDN phone system to help ensure the safety of students on campus.

When a call is made from any of the 400 emergency phone locations somewhere on campus or in the university medical center, the call can be answered almost instantly to an emergency response team.

The university has dispersed emergency phones throughout the campus where a need for security is perceived. They can be found in elevators, in parking lots and even on hiking trails.

The university's ISDN system provides several features that can be of crucial importance in emergencies.

With "automatic ring down," a signal is sent to the ISDN switch whenever an emergency phone is "off the hook." Automatic Number Identification flashes the caller's location on the screen of an IBM XT equipped with a DigiBoard ISDN TelAdapter in the Campus Security Office. The security dispatcher can then direct an officer to the scene.

The entire process takes about five seconds and no words need to be spoken into the telephone.

With the TelAdapter's multiple call capability, more than one distress call can be taken simultaneously.

Duke has been using the ISDN security system for more than a year now, according to Dick Fay, Duke TelCom Network Planner. The system has enabled security officers to reduce average response time to 4.5 minutes.

"This service is an example of the many applications that the ISDN communications technology makes possible on our campus," he said...
MESSAGE FROM THE PRESIDENT

Paula Loendorf
University of North Dakota

For probably the first time in its 20-year history, ACUTA is going to experiment with working committees made up primarily of non-Board members.

As President, I am making these assignments because I feel that members want a greater role in the management of ACUTA affairs, especially as we take up the task of evaluating and improving the organization.

I am confident that increased member involvement will lead to better understanding of ACUTA's goals and activities, expand dialogue among members and generally strengthen the Association.

There are those, however, who don't believe that the committee structure is the best approach to organization management. Browsing through books and publications, one can find many sarcastic definitions of committees.

For example:

"A committee is a group of people who keep minutes and waste hours."

"Committees of twenty deliberate plenty. Committees of ten act now and then. But most jobs are done by committees of one."

The Soviet coup failed, someone said, because "they tried to do it with a committee of eight."

Rather than swallow others' bad experiences with committees, I am expecting great things from those I am appointing. ACUTA people stand out, I think, because we realize that what we get out of a task depends on how much we put into it.

The Board and I, as well as the membership, will be watching and working with great anticipation for what we can achieve together. We can make adjustments as needed, but I don't believe we will be disappointed.

As of this writing, I have appointed five ad hoc committees in addition to the Association's standing committees.

**Regulatory/Legislative Affairs**

Reports from the Regulatory and Legislative Affairs Committee indicate that it is quickly gathering needed information and arranging the proper contacts in Washington that may well lighten the load placed on colleges and universities by the U.S. Operator Services Act and subsequent FCC regulations. They are providing a good example of how a committee should work. I am hopeful that all the other committees already at work will meet their goals in the coming months.

**Strategic Planning**

As I emphasized in this column last month, strategic planning is a major goal for us this year. Members of the Strategic Planning Committee will hold their initial meeting in Denver this month just before the Fall Seminar on Student Services.

In addition to Vice President Pat Searles (Cornell Univ.) who is chairing the committee, members include:

Bob Aylward (Univ. of Wyoming), West Region Director; Terry Cradock, Univ. of Illinois, Champaign-Urbana; Dr. James Cross, Longwood College, and Mark Kuchefski, Indiana Univ.

Ex officio members are Executive Vice President Coley Burton (Univ. of Missouri), Sydney Paredes, US West (representing corporate affiliates); Executive Director Del Combs and me.

I know that the committee will appreciate hearing from any of you who wish to suggest substantive issues for the committee's consideration.

**Awards Committee**

Coley Burton is chairing the Awards Committee whose primary focus is to evaluate the current ACUTA awards structure and make recommendations to broaden and improve it. Bob Bursick, Wayne State Univ.; Jim Dronsfield (Duke Univ.), Southeast Region Director; Chris Moore, Oregon State Univ., and Lisa McLemore, ACUTA Membership Services Coordinator, have all agreed to serve on this committee.

**Electronic Bulletin Board**

The Electronic Bulletin Board Committee is chaired by Don Hoover (Villanova Univ.), Northeast Region Director. Marianne Landfair, Indiana Univ.; Joe Mantione, SUNY Buffalo; Bruce McCormack (Brock Univ.), Canada Region Director, and Lisa McLemore will assist him. Their charge is to identify and evaluate various electronic bulletin boards that might be utilized to improve information sharing among ACUTA members.

**Financial Advisory**

Craig Dunton, St. Olaf College; Mary L. Pretz-Lawson, Carnegie-Mellon Univ.; Eleanor Smith, ACUTA Business Manager; Kenneth Soper, George Washington Univ.; Jan Weller, Univ. of Kansas, and ACUTA Treasurer Howard Lowell (Colorado State Univ.) comprise the Financial Advisory Committee.

Their function is threefold:

- Make recommendations to improve ACUTA's financial reports to members

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Negotiator’s goal should be win/win

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pointed out. There are two reasons for this, and one is not at all obvious.

“First, you just might get what you ask for. And second, the other party gets the satisfaction of having bargained you down or at least having held their opening position. That allows them to feel that they have won something.

Skilled negotiators avoid confrontational beginnings. "If you start an argument, that just makes the other side want to prove themselves right."

Negotiators who open with their “final” offer have made certain that the negotiations will be deadlocked even as they begin, he added. The first offer may, indeed, be the one that's finally accepted. But if it starts out on the table as a "non-negotiable demand," the negotiations may be stillborn.

If an impasse occurs, don't consider it a deadlock. Go on to something else that can be solved more readily. Climate can improve as the negotiations progress.

Sometimes positions that look like "deal killers" have simply been tossed on the table to gauge your reaction. Test them for validity.

For example: If someone says, "We can't go that high because that amount would exceed the budget." Find out what is required to revise the budget.

Americans are generally poor negotiators, Dawson explained, "because to Americans, negotiating is synonymous with making concessions. The art of negotiating, however, is to get what you want without making concessions."

Perhaps the most dangerous negotiators are the "nibblers," Dawson continued. "Nibblers never ask for everything up front. But when they start adding on, progressively asking for more."

If you must make a concession, begin with a "reasonable" one. Then be sure that any future concessions get progressively smaller. This communicates that you have been pushed as far as you can be pushed. And in making a concession, immediately ask for a concession in return.

Really good negotiators can even take a small concession back off the table when pressured, Dawson noted. But if you ask for a big concession toward the end of the negotiations, you create hostility.

When negotiating an amount, always use a specific, or odd number rather than a rounded figure. Studies and practice have shown that specific numbers are more likely to get a firm response than rounded numbers.

"Never offer to split the difference between your two positions," he urged. "Let the other side do that. After they offer to split the difference, you can come back and propose to split the difference again."

Never be intimidated when you enter into negotiations. "You may not know what it is, but there is always as much pressure, if not more, on the other side."

Dawson offered a rather simple strategy to follow when a situation calls for negotiating:

• Establish a criteria. Find out what the other side wants. Get them committed to a position.

This first objective is especially important when dealing with an angry person, he added. "Get past the expressions of outrage and even threats and find out what they want."

• Exchange information; learn all that you can. The more informed side in a negotiation usually has the strongest position.

• Then, reach for compromise. "You can rarely realize as much money as when you negotiate successfully," Dawson pointed out.

"If you manage to negotiate a $10,000 reduction in the price of a phone system switch or mainframe computer during a two-hour negotiating session, then you realized $10,000 in just two hours."
Canada refuses to copy AOS rules from U.S.

The Canadian Radio-television and Telecommunications Commission has turned back a British Columbia Telephone Company attempt to revise its general tariff to include provisions protecting its subscribers from "certain negative practices" that could develop if Canadian companies begin offering "alternative operator services" (AOS).

B.C. Tel filed the application in May, 1990, noting that CRTC's liberalization in March, 1990, of resale and shared-use rules for private line services created an opportunity for AOS providers to enter the Canadian market.

Citing the history of AOS services in the United States, B.C. Tel proposed tariff safeguards including:

- A ban on blocking of access to its operator-handled long distance services;
- A requirement that AOS providers identify themselves at the start of each call and provide rate information upon request of the caller;
- A requirement that all AOS providers register with CRTC in the same manner required for resellers, and
- A requirement that any billing discrepancies resulting from an AOS company "splashing" a customer's call to a distant aggregation point or switch be eliminated.

After CRTC extended the proceeding begun by B.C. Tel's application to all telcos under its jurisdiction, B.C. Tel's proposed safeguards were supported by Bell Canada, Maritime Telegraph and Telephone Co. Ltd., The Island Telephone Co. Ltd., Newfoundland Telephone Co. Ltd., The New Brunswick Telephone Co. Ltd. and Northwestel Inc.

In rejecting the proposals, CRTC noted that no regulations or law prevent AOS entry into the Canadian market and that resellers are free to do so, if they comply with rules established in the 1990 resale decision. CRTC agreed that its decision liberalizing resale increased the opportunities and incentives for AOS entry in Canada but found no evidence that AOS providers had done so "to any significant degree." It noted that Bell Canada provided evidence of only one AOS provider operating in the Toronto area.

The tariff safeguards supported by the telcos were based on the AOS experience in the United States, CRTC said. But it found substantially less opportunity for AOS entry in Canada, because of Canada's ban on pay telephone competition, the absence of billing and collection agreements with telcos and the fact that CRTC's liberalized resale rules apply only in the operating territories of Bell Canada and B.C. Tel, not nationwide.

"As a result, the development of the AOS industry in Canada may differ significantly from that of its counterpart in the U.S., and the problems experienced in the States may not arise," CRTC said.

"While problems similar to those in the U.S. may not develop in Canada, other unforeseen problems or abuses may arise. However, the commission cannot, at this time, predict what mechanisms may be required to deal with such problems or abuses, should they arise." CRTC said it is "premature to attempt to formulate safeguards with respect to the provision of AOS." It promised to monitor provision of AOS and to re-examine the question of safeguards if future developments warrant.

Univ. of Hawaii disciplines students for phone fraud

Fifteen University of Hawaii students have been placed on disciplinary probation for using unauthorized access codes to place more than $5,000 worth of long-distance phone calls during the 1990-91 school year.

The university's telecom office has traced calls to at least 18 students, according to Scott Dunn, electronics engineer with the office. Three students have yet to be disciplined.

One student began using an unauthorized code last October, he explained. "She gave the code to her roommate, and it just spread."

The calls were made to outer islands and the mainland as well as to international locations, including Canada and American Samoa.

Thirteen of the students disciplined by the university had made fraudulent calls amounting to $4,300. The student who initially gave out the code agreed to repay $816.79 to the school. Two others were disciplined for placing nearly $600 worth of unauthorized calls.

One other case involving three students charged with making $200 in illegal calls was pending.

"The students left for the summer before we could talk to them," Dunn said. "We'll talk to them when they get back."

A new $11 million phone system was installed at the university's Manoa campus in August 1990. There are 8,397 telephones on campus with 1,274 of those in student housing facilities.

Once the system was activated, campus departments and residence hall students were issued six-digit authorization codes to make long distance calls. The codes could be used from any phone in the system.

Officials suspect that students may be stealing codes from the

(Please turn to back page)
Questions/answers regarding aggregator rules

(Editor's Note: These questions were submitted to Anne P. Jones of Sutherland, Asbill & Brennan, the law firm chosen to represent ACUTA in future proceedings involving the Operator Services Act and FCC rules. These informal responses are intended to provide general guidance only and may need to be modified to reflect the specific factual circumstances of a particular case.)

9. If university provides unblocked payphones on dormitory floors but limits access of leased phones in rooms, is it in compliance?

A. Absent a waiver or clarification from the Commission, it is probable that a university would not be considered to be in compliance with the Commission's rules merely by providing unblocked payphones on dormitory floors if the university continues to limit access to alternative carriers from the leased phones provided in dormitory rooms.

9. If students are free to accept or reject university-contracted long distance or operator service, does providing this "freedom of choice" exempt universities from the "aggregator" classification? Or must the student be free to presubscribe an IXC and OSP for direct billing to their phones?

A. The FCC has indicated that universities that allow students "complete freedom" to choose their own interexchange carriers for operator service would not be considered aggregators. The FCC has not formally clarified what "complete freedom" entails, except for the example of a typical apartment building wherein each tenant is responsible for choosing a long-distance carrier and making an informed choice of OSP.

9. If telephone service is provided to all residence hall rooms, not as an option, and no "telephone charge" shows on the room contract, can basic service from dormitory room telephones be called free?

A. If the telephones placed by a university in residence hall rooms cannot be used to make interstate telephone calls, those phones are not regulated by the FCC, and the university would not be classified as an "aggregator," at least as to those restricted-use phones.

9. Does the reference to universities in congressional committee reports cover only payphones or all telephones on campus?

A. Although the legislative history is not clear, based on our work with the relevant committees during their consideration of TOCSIA, the reference to universities being aggregators covers universities providing payphones or any other types of telephones that are capable of completing interstate calls. Rep. Jim Cooper (D-TN) was particularly concerned during consideration about the rates being charged by a university for providing long distance services.

9. When was prohibition of charges for unanswered calls effective?

A. The prohibition against imposing charges for unanswered calls placed through operator service provider facilities became effective at the end of May 1991. There has been, however, substantial concern expressed by the Commission for some time regarding the reasonableness and lawfulness of charges by telephone companies for unanswered interstate telephone calls in "equal access" areas.

9. If a university allows access to all interstate carriers, does it still have to comply with the posting requirements?

A. If a university is classified as an operator service provider under the FCC's regulations, it must comply with the Commission's posting requirements even if it allows access to all interstate carriers.

9. If the owners of private payphones are to receive compensation for calls made via non-presubscribed carriers and OSPs, should not "aggregators" be entitled to compensation for similar calls? Would it be fair for basic service rates charged to customers who use only basic service or the presubscribed carrier to subsidize the cost of "access" calls?

A. Yes, non-payphone aggregators should be entitled to compensation for "dial-around" calls.

9. What does the phrase "Rules do not apply to aggregators whose PBXs are already open," mean?

A. The statement that, "Rules do not apply to aggregators whose PBXs are already open," appears to refer to the fact that those aggregators who have PBXs that do not currently block 10-XXX access codes do not need to take further action pursuant to the Commission's decision in CC Docket No. 91-35.

9. If all carriers will be required to provide 800 or 950 access, why is 10-XXX still to be required?

A. We do not believe that 10-XXX unblocking should be required in light of the Commission's requirement that 800 and 950 access numbers be unblocked. The Commission's reason for also requiring 10-XXX access code is the purportedly better quality connection that callers should receive with 10-XXX access codes, and the few numbers that callers would have to dial to reach their preferred IXC using 10-XXX access codes rather than dialing 800 or 950 numbers.

9. Do Operator Services Act and FCC rules, e.g. 10-XXX access requirements, apply to intrastate or international calls?

A. Operator Services Act and FCC's rules don't apply to intrastate calls but do apply to international calls.
LECs not required to offer call screening

The FCC is not requiring local exchange companies to offer call screening services to assist aggregators in preventing fraud that may result from the selective unblocking of 10-XXX access codes.

In rules adopted July 11, the agency did “not discount the possible value” of call screening services and encouraged LECs to offer them. But it concluded that “it would be inappropriate to order all LECs to provide such services.”

The cost of universally implementing call screening systems vary widely, the FCC noted, and it would take 18 to 24 months for installations. “Payphones could be unblocked by other means much sooner,” it added.

“There are many uncertainties associated with implementing central office blocking services, and it is not known how many aggregators would subscribe to them if low cost equipment modification might achieve the same end.”

All “pay telephones” must be unblocked within six months, the shortest of the periods prescribed for the transition to universal 10-XXX service.

Other aggregators, “such as hotels, hospitals and universities” are not “primarily engaged in the business of providing telephone service,” the agency said in extending the transition period for these entities for up to six years.

Aggregators who can modify their equipment for nor more than $15 per line must unblock 10-XXX within 18 months. Aggregators who install equipment manufactured or imported on or after April 17, 1992, must unblock upon installation.

All other aggregators must unblock not later than April 17, 1997.

These more lengthy time frames were based on equipment capabilities and modification costs, the FCC said, “so that most aggregators will have to

Legal counsel retained for aggregator challenge

(Continued from page 1) and which also drafted the Operator Services Act.

“If we are successful in obtaining a sympathetic ‘ear’ in Washington,” said Committee Chair Randy Collett, “we would have our attorney file a formal pleading before the FCC seeking the appropriate relief.

“If it becomes apparent that the FCC is non-responsive, we could request introduction of a measure in Congress directing the FCC to interpret the statute to exclude colleges and universities.”

The committee will proceed with the proposed second phase only if the feedback from the commission and/or Congress is positive and the ACUTA Board of Directors approve.

Then more legal work to draft petitions or legislation would be required. ACUTA members also may be called upon to visit Washington and give formal testimony and explain the ill-effects of the Operator Services Act on telecommunications in higher education.

In the opinion of attorney Anne Jones, the best opportunity for near-term success is to seek exemption of colleges and universities from the provisions of the Act and the FCC’s rules that will require them to open their PBXs for 10-XXX access to interexchange carriers over a transition period of six months to six years. (Please see August 1991 issue of ACUTA News.)

The deadline to file for reconsideration of the 10-XXX rules with the FCC is Sept. 18.

ACUTA Executive Director Del Combs had consultations with nine Washington law firms and set up conference-call interviews with three of them for the committee which then read formal proposals and made the final selection.

“From my conversations with the attorneys, I am cautiously optimistic that some good for our member institutions will come out of the committee’s efforts,” he said.

Asked about the possibility of failure for the ACUTA effort, Combs replied, “This effort can be called a failure only if we do nothing. We must at least let the FCC and Congress know of our concerns first hand.”

ACUTA President Paula Loendorf’s charge to the Regulatory and Legislative Affairs Committee includes evaluating and recom-
ACUTA vendor relations maturing in 4th year

By Kellie Bowman

Since ACUTA’s inception in 1971, growth in members and issues has surged. Divestiture and recent regulatory issues makes the association a natural source of information for telecommunications administrators at ACUTA’s approximately 750 member institutions. It also makes ACUTA a natural choice for vendor support.

ACUTA’s purpose and history has been promoting “educational excellence and the exchange of educational information.” Affiliation with voice, data and video industries who supply telecommunications products and services keeps members abreast of the rapid changes in technology. A mandated neutral platform curbs the pressure of sales and competition while disseminating important information to members.

ACUTA has several avenues of liaison with telecommunication vendors. In 1987, the Exhibit and Sponsorship Program was established to provide a missing link in the association’s business and educational growth – a first-hand look at products and services with expert knowledge from the vendors. Previously, ACUTA programs provided theory, consultants’ advice, and a lot of “third party” information which certainly was appropriate and helpful. However, the educational experience lacked the balance of the practical side of seeing vendors’ equipment offerings and hearing about the technological features that could solve problems of institutions and, in some cases, offer financial opportunities. This four-year old prodigy continues to be successful while maturing in its professional decor and image.

The valuable interaction that takes place within the exhibit area benefits schools as well as companies. The latest products and services are made available for discussion with telecommunications decision-makers and, in turn, colleges and universities have an opportunity to channel their needs and expectations directly back to the supplier. It’s a format that works, and the knowledge generated from the trade helps maintain the quality of ACUTA events and complements the educational programs.

The Corporate Affiliation Program has been expanded this year to include four levels of industry affiliation. Affiliates enjoy many of the same privileges that school members are accorded and the relationship has proven to enhance the exchange of information and ideas within the network of ACUTA.

Corporate Affiliates are also eligible to participate on the Vendor Liaison Committee. This ad hoc committee was formed to provide a formal and structured means for industry representatives and ACUTA members to explore ideas that will increase the effectiveness of the exhibit and sponsorship program as well as build on the relationship between industry and higher education. Although the committee does not decide ACUTA policy or fee structures, the results serve the mutual interests of attendees and participating corporations. Some of their accomplishments and improvements include increased awareness of vendor support, increased vendor participation in ACUTA’s programs, better use of the exhibit area by attendees, more detailed exhibit booth policies, and more “hands-on” activities at ACUTA events.

Much credit can be given to the vendors for their loyalty and commitment to ACUTA members. In return, ACUTA will continue to strengthen the partnership of industry and higher education for mutual goals of quality service.

(Kellie Bowman is Staff and Events Coordinator for ACUTA.)

ACUTA Calendar

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Call screening not mandated

(Continued from page 7)

unblock only when their equipment can, without major modifications, selectively process 10-XXX dialing sequences to prevent fraudulent calling.”

The commissioners’ conclusion “that 10-XXX access should be required for the benefit of consumers does not betoken a lack of concern over toll fraud” associated with 10-XXX calling.

But the agency is “convinced” that its measures will “satisfy the statutory directive” to provide consumers with universal 10-XXX access “without exacerbating the already serious toll fraud problem.”

The Commission also justified separating payphone owners from “other aggregators,” because “payphone owners have a natural incentive to upgrade their equipment more frequently in order to remain technologically current and competitive in the industry. Indeed, the record indicates that the life of payphone

(Please turn to back page)
The five Ps are paying off for Phillips Exeter

By Donald Doane
Phillips Exeter Academy
Region 1, Northeast

The five “Ps” are paying off!
Remember the good ol’ days when a pay phone was just a pay phone and you plunked a nickel and made your call? Whether it was a collect call or local call made no difference, except for who paid.

The owner of the phone, most of us thought, was the local telephone company. Times got better, telecommunications grew more sophisticated and prices went up. The phones still were the local telephone companies', but the institutions where the phones were located started getting some income from the phones on their property.

When I first became involved with telecommunications back in 1984, after 40 or so years in Food Services, we here at Phillips Exeter had 40-plus pay phones on campus.

For years pay phone income was the small amount that each private school received for the use of the phones in dormitories and around campus. The amount varied from state to state and school to school. In the last couple of years, more and more schools have become aware that there was more income to be had than in previous years. To get this income, however, sometimes required signing up with companies who paid the school a good percentage, but charged callers some rather high rates.

From my years in food service, 14 of them as Director of Food Service here at Phillips Exeter, I learned to be attuned to quality and quantity. My favorite saying has always been “Quality begets quantity.” This has proved true in my dealings with long distance service. As Director of Auxiliary Enterprises I have responsibility for many areas, including telephone service.

In early 1989 James Del Buono, Asst. Treasurer and Comptroller of the Academy, and I set up a program with AT&T and ISANNE, the Independent Schools Association of Northern New England. Jim was President of ISANNE that year.

The program I had for Phillips Exeter at the time was not bad. By pooling the phones of several schools, however, we all got a better deal. Not only were the schools realizing more income, but the parents of students were enjoying AT&T service and rates.

In late 1990, I started soliciting the ISANNE schools who had not joined on the previous year’s arrangement. We also approached schools through ABOPS, the Association of Business Officers of Private Schools as well as other institutions in the northeast.

According to our deal with AT&T, if we signed up 400 or more phones, our percentage would go up four percent. By adding 500 or more, it would go up five percent with a bonus at year’s end.

By early 1991, we had grown from 26 schools with 302 pay phones to 38 schools and 560 pay phones. We are now looking at an extra three percent commission with a bonus at year’s end to give us a really good return.

Our pay phone income is almost double what it was two years ago. And the smaller schools in the group who have only a few phones are just as pleased as the larger schools with 45 or 50 phones.

The schools all know that their customers – the parents of their students – are also benefitting. They are getting AT&T service and rates, not the higher rates charged by some pay phone aggregators and whose quality of service may leave something to be desired.

I advise schools to take a good look at who their carrier is, be sure they have the best commission rate possible, and that their parents are paying fair rates for their calls.

Just recently, after 18 months of negotiations, we have set up a Multi-Location Calling Plan with 30 schools in a consortium which gives each school an additional discount over the AT&T Pro WATS discount they get for their administrative phones. This program will result in some small schools saving as much as $100 per month on their long distance calling while larger schools may save up to several hundred dollars each month.

This is another case of getting the complete discount without going to an aggregator who charges you or retains a big profit margin.

Remember the five Ps – Prior Planning Prevents Poor Performance.

If you would like more information, call me at (603) 772-4311, ext. 249.

(Don Doane is Director of Auxiliary Enterprises at Phillips Exeter Academy in Exeter, NH. He is responsible for Food Services, Insurance, Purchasing, Mail, Rental Properties and, of course, Telephones, “as well as everything else no one wants to handle.”)
Every phase of ACUTA involves Business Manager

From overseeing the financial management of ACUTA's reserve funds and working capital to keeping up with all federal, state and local taxes and regulations, Business Manager Eleanor Smith plays a major role in keeping ACUTA's diverse activities running smoothly.

"Funds management and investment can make a big difference for an organization the size of ACUTA," she points out. "I track interest rates around the country through Dean Witter and by reading the financial newspapers. I also keep up with the U.S. Treasury Bill rates. To find the best rates, you have to keep at least one eye on the horizon at all times.

"It's much more complicated and on a much larger scale than keeping money in the petty cash box," she laughs.

A financial report goes to the Executive Committee each month. "And of course I stay in regular touch with our Treasurer Howard Lowell at Colorado State," she adds.

Managing and reporting the finances should be a bit less hectic for the coming fiscal year, which begins Oct. 1. That's when a new accounting software package, which Eleanor has tailored for ACUTA, will go on line.

Smith, Lowell and Executive Director Del Combs attended a seminar on Association Financial Management put on by the American Society of Association Executives in late May. In addition to presenting organizational trends and the current philosophy of financial management for associations, the seminar also influenced the selection of the new financial record keeping and reporting software.

The program, Insight Expert by Peach Tree Software, has four integrated modules - General Ledger, Accounts Receivable, Accounts Payable and Payroll. "When an item is posted in one of the account ledgers, it is recorded automatically in the General Ledger as well," she explains. "It is very flexible for printing standardized and customized reports. It will also print invoices and the approximately 200 checks that go out each month."

More specific and comprehensive reports can be produced for the Board of Directors as well as the membership.

"A non-profit corporation with a volunteer governing board has many unique features that would not apply to a conventional business," Eleanor explains. "And even though we're non-profit, we still have a vast array of reports that must be filed with state and federal taxing authorities to maintain our non-profit status. And, of course, there are local, state and federal payroll taxes to be paid.

Employee benefits, payroll and ACUTA's insurance program are other responsibilities, along with accountability and maintenance of fixed assets belonging to ACUTA. With computers, printers, copier, fax and furniture, the office equipment inventory alone comes to well over $50,000.

When an institution or company sends in its annual ACUTA membership fees, Eleanor posts the receipts and updates each member's entry. One entry may be a small operation, but with around 1,200 members, just keeping the Master List current is no small undertaking.

And that job has grown this year. Along with entering the traditional information of name, title, institution, address, phone and fax, an extensive list of data from each institution is being entered in the membership list. This will include the number of students enrolled, amount of budget, the number of phone lines on campus, the type of switch and the vendor, the long distance vendor and other telecommunications data which will all be published in the ACUTA directory this year.

ACUTA's four major events - the annual conference and three seminars - each have their own budgets that may open as early as 12 months or more before they take place. Accounting procedures have been established to track these events to ensure payment of overdue invoices by vendors and attendees before business is conducted again with these organizations and individuals.

Also for events, Eleanor is responsible for speaker contracts (approximately 50 per year) and arrangements for their logistic support to assure professional presentations.

The Sullivan Business College graduate has held a variety of jobs throughout her career, from legal

(Please turn to back page)
In addition, we now have regional meetings at the conference and have added an exposition that started with 33 booths in 1987 has grown to more than 100 booths in each of the past two years.

Looking down the road five years from now, you must have your analysis and statistics in order, a large hotel with a flexible contract, a lot of cooperation from the program committee -- which I get -- and a crystal ball tucked away in your desk drawer to bring together a top-notch conference -- a conference that you could only visualize five years earlier.

The bottom line is that a growing organization must justify booking more rooms and meeting space than their records show they are currently using. Heavy penalties are stated in the contract when you don't occupy the rooms and meeting space that you reserve, because that can mean lost business for the hotel.

My column in the next couple of issues will contain information and criteria as well as the planning and the decision cycles that go into a complex and often frustrating process. It starts the moment someone first asks, "Well, where do we want to hold our 199X conference?" and doesn't end until five years later when someone says, "I believe this is the best conference we've had to date."

Well, it really doesn't end until about 60 days later when all the ambiguities of the contract and compromises with the hotel are settled and the invoice for $100,000-plus is paid.

This article and future articles on conference planning is at the request of several members who wanted a better appreciation of conference planning and commitments and their direct and indirect affects on conference attendees.

**ACUTA Data Base Survey**

A great big thanks for the tremendous response to the ACUTA Data Base Survey conducted recently.

Approximately 90 percent of our member schools have responded. The information will be coded in the new ACUTA directory that will be mailed about mid-October.

By the time you read this, the cutoff date -- Sept. 6 -- for getting information into the directory may have already passed.

Even if you haven't sent us your information yet, you should still return the survey form. We still need to keep the headquarters data base up to date as possible to serve you best.

Our data base will continue to grow and become an even more valuable resource for all our member institutions.

**P.S.** In case you missed it, please read the notice at the top of page 9. We already have several registrations for the Understanding Telecommunications Workshop to be held in Atlanta, Oct. 23-25.

**Counsel retained for aggregator challenge**

(Continued from page 7) announced July 11, he voiced his concern that the commission be sensitive to the effect of the regulations on the education community.

"Even if we cannot get ourselves removed from the requirements of the aggregator classification, such as posting and non-blocking, we believe ACUTA members do not want to be tagged permanently as 'aggregators,'" Collett explained.

"By remaining so classified, then whenever Congress or the FCC wants to impose additional controls on such entities as hotels and airports, we again would be caught in a regulatory 'drift net' along with other species of very different characteristics and orientations."
Every phase of ACUTA involves Business Manager

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secretary to owner of her own electronics retail store. Before joining ACUTA, she was Financial Manager for the Kentucky Library Network for which she also set up a computerized bookkeeping system.

Eleanor enjoys helping her husband, Henry, with yard work and particularly working in his rose gardens on their small farm in neighboring Woodford County. She also enjoys crocheting and working crossword puzzles in her spare time.

Support ACUTA’s legal efforts; send in your survey response

We still need your response to the survey sent out by ACUTA’s Legislative and Regulatory Affairs Committee on PBX and student telephone service on your campus. More than 200 responses have been turned in, but we still need YOUR reply to be accurate and more effective in assisting our legal counsel in ACUTA’s efforts to lighten the regulatory load on colleges and universities. If you need another form, call the ACUTA office, (506) 252-2882.

Hawaii students disciplined for telephone fraud

(Continued from page 5)

university departments in which they work, using computers to access unauthorized codes, or randomly trying various combinations of numbers to “crack” an existing code. There are computer programs that can be used to find all the modem tones in a code, Dunn acknowledged.

The telecom office has been looking at ways to curtail illegal calls, including the use of new software. The university may also increase the number of digits in the access code, Dunn said. The current computer software can accept a code of up to 14 digits.

If the problem persists, said Michael Yano, Director of Auxiliary Service, the university may look to the state attorney general’s office and the Honolulu Police Department for assistance.

ACUTA welcomes new members

The following joined ACUTA between July 16 and August 22:

Region 1, Northeast
Robert E. Frankenfield, John Humma - St. Joseph’s Univ. (Philadelphia, PA)

Region 2, Southeast
Ziner M. McCoy - Elizabeth City State Univ. (N. Carolina)  
Stephen Ornstein - Frostburg State Univ. (Maryland)  
Dr. Philip M. Turner - The Univ. of Alabama System

Region 3, Midwest
Carolyn O. Robertson - Principia College (Illinois)  
Chester A. Wasy - Valparaiso Univ. (Indiana)

Region 4, West
Sharlene Norton - Portland Comm. College (Oregon)

A Kentucky native, Eleanor spent some of her teenage years in South Dakota and upstate New York. One of the young men a year or two ahead of her at her South Dakota high school, she can see most any day of the week. He’s Tom Brokaw, anchor for the NBC Nightly News.

Positions Available

Director
University Telecommunications
Univ. of Arizona
Application deadline Oct. 8

Responsibilities: Overall planning, implementation, operation of telecom network, identify resource requirements; operate AT&T 85 switch; direct campus-wide planning effort for voice/data networks. Enrolment 35,700. Salary commensurate with experience.

Qualifications: 10 year’s experience in management, planning functions related to voice/data communications.

To apply: Send brief letter summarizing achievements and potential, resume and three references to: Kay Jolly, Univ. of Arizona, Admin. 403, Tucson, AZ 85721.

For more information, contact: Dr. Larry Papagnoni at (602) 621-6666.

Telecommunications
Asst. Director, Operations
Univ. of Kansas
Application deadline Sept. 20

Responsibilities: Functional mgmt., proce-
dural analysis, long-range planning in complex research university environment. Equipment, network, personnel associated with System 85 PBX, Voice, data, video networks on copper, fiber, coax and microwave media.

Qualifications: Bachelor’s degree, 5 years prof. exp. in large phone switching environ., understand trunk/station sides of PBX, 3 years mgmt. in technical environ., 2 years hands-on or superv. exp. in data communications/network, planning experience.

To apply: Send resume, salary history and requirements to: Director, Telecommunications; Univ. of Kansas; 1736 Engle Road, Ellsworth Annex, Lawrence, KS 66045.