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ACUTA

The Association for Information Communications Technology Professionals in Higher Education

Supporting higher education information communications technology professionals in contributing to the achievement of the strategic mission of their institutions.

January 2013
Vol. 42, No. 1

eNews

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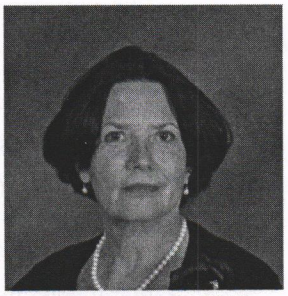
The ACUTA Conference and Forum: What's in it for *You*?



Corinne Hoch, PMP
CEO

"When we are aware of our gifts—intrinsic and extrinsic—we are at peace. We are clear-minded. We are confident... And it is from this position that the most successful strategies and plans are made." This observation, taken from the December 24, 2012, issue of *The Evangelist Marketing Minute*, emphasizes the importance of awareness and appreciation before planning. It seems fitting to me to use the quote as an invitation to join other campus technology leaders at the ACUTA 2013 Strategic Leadership Forum April 14 and 15, held concurrently with the Annual Conference at the Hyatt Regency in San Diego, California.

The theme for this year's Forum is "The New IT Organization – Are You Ready?"

What an exceptional two-day program the Higher Ed Advisory Council, led by Anne Scrivener Agee, CIO and Associate Provost at the University of Massachusetts-Boston, has put together for you this year! John Gallant, SVP and Chief Content Officer of IDG Enterprise that publishes *CIO, CITEworld, CSO, Computerworld, InfoWorld, ITworld,* and *Network World* magazines, has literally devoted himself to helping us organize and facilitate many of the sessions.

On Monday, April 14, Gallant will moderate the Conference and Forum keynote panel composed of extraordinary CIOs (Rich Pickett, San Diego State University; Steve Vieira, Community College of Rhode Island; Joanne Kossuth, Franklin W. Olin College of Engineering; Kevin Roberts, Abilene Christian University). You will envision the new IT organization through their eyes as Gallant poses thought-provoking questions that will result in the revelation of their challenges and prophecies.

And if your questions are not answered, you will have more time to spend with the extraordinary CIOs at the Forum that will, again, be moderated by Gallant. You will have a chance to engage in deeper discussion to determine how they are dealing effectively with all the things that are on your mind. You will begin or continue the networking journey that will provide you with the requisite GPS to guide you after you return to your campus.

Before rolling up your sleeves to develop different case studies that will surely become practical guides to incorporate into your future plans, you will share Gartner's view of *The Maturity of the IT Organization*, presented by Amos L. Auringer, VP and Executive Partner.

Then it's your turn to be creative and to share your ideas as round table discussions

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lead to the development of four different case studies that will be judged by the Higher Ed Advisory Panel to select the winner. One person from the winning team will receive a complimentary registration for the 2014 Strategic Leadership Forum. However, everyone will be a winner … the case studies will be published in the ACUTA Journal!

Also new this year is a special workshop for CIOs on advancing the Future-State CIO Journey led by Steve Finnerty, Executive Ambassador of the CIO Executive Council, recently retired as VP, IT Demand Management, Applied Materials, Inc. The workshop was developed by Finnerty and fellow Council members and contains the new State of the CIO 2013 data that shows how higher-ed CIOs fare on the different Journey levels. It is geared toward the organization, rather than the personal role of a CIO so it can fit into any IT organization/strategic/role performance theme. The session includes a hand-out self assessment document.

On Tuesday, April 15, Bob Friday, CTO, Networking Business Unit, Cisco, will provide the captivating General Session and Forum Keynote, "The Collision of Two Mobile Worlds." Then Bill Clebsch, Associate VP for IT Services at Stanford University, will reveal Stanford's efforts to transform IT as a vital enterprise organization, facilitated by Stanford's Organizational Effectiveness Specialist, Dani Alvazian. They will describe the new focus, drive and vision and will discuss the talent development approaches that helped their staff members become more agile and innovative. They will also share tools and models, continuous improvement efforts and metrics and will focus on what actually drives excellence in higher education.

Other highlights of the ACUTA 2013 Strategic Leadership Forum include:

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

You may have noticed that some of the presentations and presenters are also a part of the ACUTA Conference, which happens concurrently to the Forum. Whether you choose to attend the general Conference or the more focused Forum, we are excited to have some excellent speakers planned, and we know that you will benefit from being there. It's truly an experience you just can't afford to miss.

Visit www.acuta.org/sc13 to register today, and we look forward to preparing for the New IT Organization together!

And, of course, we also expect to see you in Tampa at the ACUTA Winter Seminar January 13 – 16 when we look at "Next-Generation Data Networks" and "Disaster Preparedness: Plan, Prepare, Practice, and Protect."

Final thought: What Really Matters

Sadly, our latest disaster wasn't Hurricane Sandy, but the Connecticut school shooting. It is a reminder to all of us how fragile life is and the importance of being prepared not only with technology and the pre-planning, but with the all-encompassing pre/during/post emergency action plan. Emergencies don't need training, but our people responsible for taking care of other people do. It's that people quotient. May we *all* have peace in the New Year.

Ruth A. Michalecki Leadership Award

The nomination deadline for the 2013 Ruth A. Michalecki Leadership Award (www.acuta.org/ram) is January 11. This award recognizes outstanding leadership among the ACUTA membership. Last year's winner was former ACUTA President Jeanne Jansenius from Sewanee: the University of the South, who is now chair of the Publications/Media Committee.

Further information including the evaluation criteria, nomination form, and accomplishments of previous recipients can be found at www.acuta.org/ram.

Please take a moment to nominate someone today.

ACUTA extends appreciation to Windstream (link to http://www.windstreambusiness.com/) for sponsoring this award.

Developing Funding Models

Geoff Tritsch, Vice President, Vantage Technology Consulting Group. geoffrey.tritsch@vantagetcg.com

The issue with developing funding models is not the model, it's the process. The model itself is a relatively straightforward matter of allocating costs to services.

There needs to be a consistent, holistic view of charging for technology services—an algorithm that is fair across all services and all departments. Any new cost allocation/charge-back model must move away from outdated funding models, cross-subsidization, and unreliable one-time capital allocations and toward a new approach based on the true cost of each service, differentiated service levels, and life-cycle funding for both baseline and new campus initiatives. At the same time, developing a model for telephony services only, and not part of a holistic view of IT services, is short-sighted and runs afoul of most trends toward convergence and integration.

The basis for charging needs to be a complete understanding of your associated costs. Once you have determined your costs and defined what your chargeable services are, you can plot a matrix of costs against chargeable services. That, in itself, is no simple task, but it becomes even more complicated as you begin to deal with the related, not-necessarily-technical, issues. These include decisions like how to roll-up and allocate the costs for underlying, shared services like the data network or how to allocate time for people who wear too many hats. And as long as you're getting this far into these sticky decisions, it makes sense to come up with an approach that will deal with future, as-yet-unknown services as well. As more and more services ride on the data network, it will become increasing difficult to tell voice from data from video from telemetry, etc.

There are a number of different ways to approach technology cost allocation (by port, by traffic, by headcount, etc.). I've found that there really is no "right" and "wrong" to all this – it's mostly a matter of what works best for you in the long run (and, of course what you can get approved).

Keep in mind that there is a difference between "charge-back" and "cost allocation." Allocating costs for your services to the departments that use those services, whether money actually changes hands or not, allows you to keep track of consumption of services, allows the departments to understand the ramifications of their technology decisions, and provides executive management a way to understand why technology costs what it does. Cost allocation is essential for good management; charge-back is not. In any case, the "big pot of money in" and "big bunch of money out" funding model that many institutions use presently doesn't allow the institution to understand or cope with changing technology and leads to the all-too-common "while-you're-at-it, do-this-too" syndrome.

Now, where things get complicated is when you start to determine how to recover technology costs. There are a number of cost recovery options each with pros and cons. For purposes of responding to this post, let's concentrate on the utility, FTE, or headcount model. The approach is essentially that the fee for technology services is derived by dividing the total technology costs by the number of users and adjusting downward for the non-knowledge worker category (maintenance workers, food service workers, etc.) and upward for power-users. Sounds simple—on the surface.

This approach is attractive in that it is simple for IT to administer, simple for the consumer to understand, treats communications as a utility, and allows departments to consume as much or as little as the need.

However, the head count in most institutions is stable or trending downward while the demand for technology and services continues upward. Therefore, this approach must include a formula for annual adjustment. It also assumes that all users in each category consume the same amount of network resources (ports), generate the same amount of demand on the network (traffic), and use the same or equivalent services. There is no differentiation of services except job classifications, which bear little correlation to network services. This approach does little to encourage or discourage behaviors which can negatively or positively affect network services and usage. Finally, the headcount approach amounts to a tax, and unlike a tax on tea, it does not allow the units being taxed any control or the ability to make decisions that would lower (or raise) the tax.

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Before you can implement (or even perform in-depth modeling of) a head-count approach, there are lots of decisions to be made. These include: Will the allocation be per FTE or per employee? Are you planning to use differential rates? If so, how will you differentiate? Are you planning to use an "all-you-can-eat" model or to have the headcount charge cover only specified base services? If base services, what is included/excluded? What about specialized services such as ACD, high-speed data links, etc.? The further you get into the discussions, the more questions arise.

This all becomes very philosophical—and political. You are talking about touching not one, but two, of the "third-rails" of higher education: budgets and departmental control. Any change is going to benefit some departments and adversely affect others. As such, a project like this is much more than just a technology funding project. However, the good news is that the process (as painful as it might be) offers the opportunity to educate the campus community about what it really costs to deliver technology services and to firmly establish the value that technology has on campus.

Our work in this area with various clients reinforces the fact that the most important aspect of this type of project is the process. It must be well-thought out, well-planned, and well-marketed. Basically, if the plan isn't well-executed, you might be.

Read More

Webtorials' TechNotes is a regular contributor to the *ACUTA eNews.* Topics they cover, such as UC, will be of interest to ACUTA members. You are invited to browse the TechNotes archive and subscribe to receive TechNotes directly via email by clicking here.

www.webtorials.com/content/acuta.html

Wi-Fi Goes Gigabit-802.11ac

Michael Finneran, President, dBrn Associates

The Interop trade show wrapped up recently in New York City and featured an excellent lineup of sessions on wireless and mobility. The topic of effective strategies for dealing with BYOD clearly topped the list (and popped up in virtually every session I attended), but there was also a lot of talk about developments on the Wi-Fi front.

The one session on Wi-Fi that stood out was "Wi-Fi: Gigabit Performance (and a lot more!)." It provided an overview of the emerging 802.11ac and ad radio links, along with other interesting developments. The CEO of the Wi-Fi Alliance, Edgar Figueroa moderated the panel. It featured the Director for Standards and Business Development at Realtek, Sean Coffey talking about 802.11ac. The Marketing VP at Wilocity, Mark Grodzinksy discussed developments with 802.11ad. We'll look at 802.11ac in this TechNote and 802.11ad in the next.

What Network Managers Need to Know

Lisa Phifer of Core Competence wrote about 802.11ac and ad back in March, but Sean Coffey of Realtek got into the details at Interop. The new standard will be the follow-on to 802.11n and will operate exclusively in the 5 GHz band delivering data rates into the gigabit range. At the raw bit level, 802.11ac will support data rates from 6.5 Mbps to 866.7 Mbps on a single stream using a combination of wider bandwidth channels and more efficient coding mechanisms.

Where 802.11n could run on 20 MHz or 40 MHz channels, 802.11ac can be deployed on 20-, 40-, 80-, and 160-MHz channels. Bigger channels translate into more potential bits per second, but it also means there will be fewer channels available. That's something network managers will have to take into account in their planning.

To pack more bits into the available radio spectrum, 802.11ac also uses a more efficient coding system. Like 802.11a, g, and n, 802.11ac uses OFDM signal encoding. However, where 802.11a, g, and n maxed out at 64-QAM (six-bits per symbol), the 802.11ac defines modulation up to 256-QAM (eight-bits per symbol), a 33% increase in efficiency. As we try to send more bits per cycle of radio bandwidth, the probability of error increases. So some of those bits are used to provide forward error correction to improve the reliability of the transmission.

More On MIMO

802.11ac also adds important enhancements to the multiple input-multiple output (MIMO) capability. MIMO allows a transmitter to send multiple simultaneous data streams over the same radio channel and it was first included in the 802.11n standard. However, where 80.11n can send up to four-streams (most existing products use a max of two or three), 802.11ac can go to eight-streams. Eight streams at 866.7 Mbps adds up to a total maximum data rate of 6.934 Gbps versus a maximum of 600 Mbps for 802.11n. In other words, we're looking at a 10x increase in capacity.

The high capacity per stream will be very important to devices like smartphones. The downside of running multiple data

streams is that it calls for multiple radios. That means more power draw. To conserve battery, devices like smartphones generally use a single stream, but now that stream will be able to carry a data rate of 866.7 Mbps versus 150 Mbps in 802.11n.

The other key feature in 802.11ac is multi-user MIMO capability. In the 802.11n MIMO implementation, all the streams are used to communicate between the access point and a single device. With multi-user MIMO, different MIMO streams could be directed to different users. This could provide a real boost in an environment where the access point has multiple radios, but the devices are single stream. The access point could now be communicating with multiple users simultaneously, greatly increasing the total network throughput.

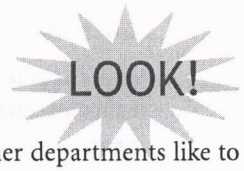
While the standard has not yet been finalized, chipsets for 802.11ac are already going into production, and we can expect to see enterprise products rolling out early [in 2013]. While users are typically reluctant to purchase "pre-standard" implementations, the Wi-Fi Alliance's track record in ensuring compliance with the eventual standard is without blemish, so we fully expect that the lack of an official standard will not deter sales. That's the scenario we saw with 802.11n.

Conclusion

Interoperability has been a challenge in many parts of our industry, but the Wi-Fi Alliance has managed to get all of the key vendors working out of the same playbook, which is a big reason Wi-Fi continues to flourish. Mr. Figueroa's statistics are pretty impressive. 1.2 billion Wi-Fi devices were shipped in 2011, and the technology has seen 10% year-over-year growth every year since 2001.

Suffice it to say that Wi-Fi is not going away any time soon, and the work of the Wi-Fi Alliance in ensuring multi-vendor interoperability has been one of the keys to its enormous success.

Add Names from Your Campus to Your ACUTA Roster



Do you have new employees who would benefit from access to ACUTA resources? Would people in other departments like to know what's new in technology, emergency notification systems, or legislation? Consider adding these names to your campus' ACUTA roster.

The number of personnel from each member campus who receive full benefits of the institution's ACUTA membership is not limited. School members may name an unlimited number of campus personnel to their membership rosters. All named members receive full benefits of membership, including access to members-only sections of the ACUTA website; subscriptions to the *ACUTA Journal, eNews*, and *Leg/Reg Update Newsletter;* and access to the online ACUTA Community.

Each member school still has just one primary voting member who is authorized to add new individuals to the roster. To add new people or to see a list of the current named members for your institution, e-mail Amy Burton at aburton@acuta.org or call 859/721-1653.

NOTE: This policy applies only to schools, not company members. Companies choose their level of participation (Copper, Bronze, Silver, and Gold), which determines the number of named members.

Revised Webcasting Royalty Rates for 2010-2015

On December 14, 2010, the Copyright Royalty Board ("CRB") released revised royalty rates webcasters must pay through 2015 to sound recording copyright owners. Although some webcasters pay the CRB rates, many can take advantage of better deals found in settlement agreements negotiated by particular types of webcasters (for example, commercial broadcasters, Corporation for Public Broadcasting (CPB)-qualified entities, and noncommercial educational broadcasters all have entered into settlement agreements that allow these webcasters to take advantage of special rates).

When are payments due?

All annual fees are due by January 31 of each year or within 45 days of a webcaster's initial transmission. Monthly statements of account that identify how much a webcaster has streamed each month are due within 45 days of the end of such month. Monthly statements of account are available on SoundExchange's website at http://www.soundexchange.com/service-provider/how-do-i-pay/.

Detailed information is posted on our website: http://www.acuta.org/wcm/acuta/legreg/082312a.pdf

Why 2013 Career Plans Must Go High-Tech

James M. Fraleigh, Apollo Research Institute

Technology lies at the heart of your work as an information and communications professional. But cutting-edge equipment, software, and communication tools will soon transform many careers not previously associated with high technology.

For example, blogs began to compete with newspapers at the dawn of Web 2.0. Print journalists suddenly had to adapt to a 24/7 Internet-driven news cycle, compete against online-only news outlets for scoops, and engage with commenters who could reply immediately to stories. Now journalists are tweeting developing stories and adopting best practices for finding and verifying sources on Twitter—a far cry from meeting Deep Throat in a parking garage for the latest Watergate revelations.

The newspaper industry is not alone. Seventy percent of workers in 2020 will have jobs with some technical component. Greater use of informatics—the science of collecting, analyzing, and drawing conclusions or making predictions from complex data—is one example. Healthcare has already adopted informatics for patient tracking, administration, and research. Access to informatics tools will expand to other industries, helping workers make better-informed decisions using fresh customer and supply-chain data. The average person's workflow will become more data intensive as computing power grows, creating a need for workers who can transform this tide of Big Data into accurate predictions and compelling graphics for lay audiences and stakeholders.

Current and future employees thus need to include technology literacy in their career planning for 2013 and beyond. At minimum, college graduates will need a basic suite of office-technology skills in order to qualify for entry-level positions. Based on an Indeed.com study of frequent job-posting keywords, proficiency with operating systems, social media, and mobile apps are also on employers' hiring radar.

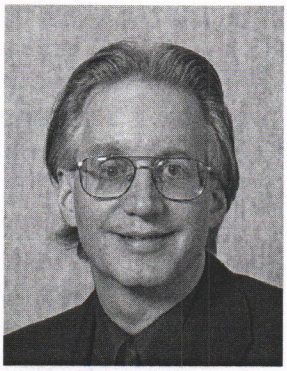
With firms increasingly shrinking their physical office space in favor of telecommuting, using freelancers, or assembling ad hoc teams for single projects via online bidding sites, workers will also be expected to master mobile technology for sharing documents, teleconferencing, and coordinating remote workers from the home office. And tech proficiency is important for advancement, too: In a recent Apollo Research Institute study of managers' views on generation, gender, and leadership, 20% listed it as one of the top three skills workers need to lead effectively.

Once hired, workers should also master the technology that powers their specific industry. This will provide a flexibility advantage should they spot a chance to move to other jobs in their field with better pay or advancement prospects. Because technology and the skills needed to use it change so swiftly, continuous tech-skill development, either through workplace courses or the pursuit of degrees and certifications, can prevent workers from losing touch. Cisco's Networking Academy, for instance, provides information and communications specialists with the ongoing certifications they need to stay abreast of the latest networking developments, while developing their problem-solving and critical thinking skills—vital qualities for any professional.

Becoming obsolete is routine for tech gear, but for 21st-century workers' skill sets, it simply does not compute.

Learn more at www.apolloresearchinstitute.org.

Info Links



Randy Hayes
Director at Large
Univ. of Northern Iowa
randal.hayes@uni.edu

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

- iNetwork - Future of Telecom - Wholesale Voice Buyer Survey:
  http://go.inetwork.com/PRFuture.html
- SSQ - Rise of a Cybered Westphalian Age:
  http://www.au.af.mil/au/ssq/2011/spring/demchak-dombrowski.pdf
- FCC - New USF Healthcare Connect Fund Established:
  Order: http://transition.fcc.gov/Daily_Releases/Daily_Business/2012/db1221/FCC-12-150A1.pdf
  Staff Report on Rural Health Care Pilot Program:
  https://prodnet.www.neca.org/publicationsdocs/wwpdf/da121332.pdf
- CDC - Health Survey Stats on Wireless Substitution:
  http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201212.PDF
- FCC - Outage Reporting for Interconnected VOIP Providers:
  https://prodnet.www.neca.org/publicationsdocs/wwpdf/da122027.pdf
- FCC - Principles for Confidence in Evolving Telecom:
  https://prodnet.www.neca.org/publicationsdocs/wwpdf/121312rosen2.pdf
- FCC - FNPRM on Next Gen Text-to-911 Deployment:
  http://transition.fcc.gov/Daily_Releases/Daily_Business/2012/db1213/FCC-12-149A1.pdf
- NECA - Guide to Telephone Regulation (updated-good info):
  Guide and summary of pending rules:
  https://www.neca.org/cms400min/NECA_Templates/GTR.aspx
- Overture - Ethernet Over Copper for Transition to IP Services:
  https://prodnet.www.neca.org/publicationsdocs/wwpdf/1210over.pdf
- ITIF - 2012 State New Economy Index:
  Executive Summary: http://www2.itif.org/2012-state-new-economy-index-exec-sum.pdf
  Full Report: http://www2.itif.org/2012-state-new-economy-index.pdf
- TechNet - 2012 State Broadband Index:
  https://prodnet.www.neca.org/publicationsdocs/wwpdf/12512technet.pdf
- USTelecom - Hybrid Fiber Coax Info (see footnotes):
  https://prodnet.www.neca.org/publicationsdocs/wwpdf/12312ustelecom2.pdf
- FS Foundation - Broadband Pricing Freedom:
  http://www.freestatefoundation.org/images/Why_Broadband_Pricing_Freedom_Is_Good_For_Consumers_111612.pdf
- FS Foundation - Needed Breaks on Wireless Taxes:
  http://www.freestatefoundation.org/images/Businesses,_Consumers_Need_a_Break_on_Wireless_Taxes_121012.pdf
- NECA - October 2012 Rural Call Completion Survey:
  https://prodnet.www.neca.org/publicationsdocs/wwpdf/111512neca.pdf
- FCC - Smartphone Security Checker:
  http://transition.fcc.gov/Daily_Releases/Daily_Business/2012/db1218/DOC-317990A1.pdf

Windstream Provides Calling Service to ACUTA

For the fifth year, Windstream has been selected as the official service provider for ACUTA's internal committee conference calls. This system makes our calls secure and facilitates proper accounting procedures. We thank Windstream for working with us to provide this service and help us serve our members efficiently.

Board Report

Riny Ledgerwood
Secretary/Treasurer
San Diego State Univ.
rledgerw@mail.sdsu.edu

The Board met via conference call on December 5, 2012, and approved the September and October Financial Statements, monthly committee minutes and reports, and the following committee appointments:

- Brenda Helminen, retired from Michigan Technological Institute to continue as ACUTA Chair of the Program/Content Committee
- Carmine Piscopo, Providence College to continue on the Journal Review Board
- Lee Smith, University of Texas – Austin to serve on Environmental Scanning Committee

The Board also approved the following slate of candidates for the 2013 election:

- President Elect: Mark Reynolds, University of New Mexico
- Secretary/Treasurer:
  (1) Riny Ledgerwood, San Diego State University
  (2) Michele Morrison, British Columbia Institute of Technology
- Director-at-Large:
  (1) Simeon Ananou, Slippery Rock University
  (2) Adrienne Geralds, Rutgers University
  (3) Keith Fowlkes, University of Virginia's College at Wise
  (4) Randy Hayes, University of Northern Iowa

  In addition, the Board approved a proposal for proxy voting in the elections to make the vote better represent the opinions of those who are involved on campus.

The Board requested that everyone submit their school's RFPs and RFIs to ACUTA staff for posting on the ACUTA website for members to use.

The Board is exploring collaboration opportunities and potential synergies between ACUTA and the Department of Homeland Security.

The Social Networking Committee is working to pilot ACUTA newsfeed for information sharing.

The Legislative/Regulatory Affairs Committee is exploring the idea of a webinar series.

ACUTA is exploring collaboration with the University of Colorado and an external firm regarding a DAS certification program.

Respectfully Submitted,

Riny Ledgerwood

Thanks to Event Sponsors for 2012

At ACUTA conferences and seminars you will notice that many events and items are sponsored. This means that a vendor has contributed the funds that make that amenity or event possible for ACUTA attendees. It enriches our events to have complimentary breakfasts, lunches and special dinners; to have portfolios and pens,;to enjoy coffee breaks and snacks; and much more.

The following companies have sponsored in the past year. Please thank them as you have occasion and include them in your RFPs.

3 EVENTS

American Tower
CenturyLink Business
Microsemi
Vantage Technology Consulting Group
Verizon
Windstream
WTC Consulting, Inc.

2 EVENTS

Apogee
Crown Castle

1 EVENT

Aastra
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Board of Directors 2012–13

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Social Networking, New Media & Web Resources Subcommittee
Janice Bundy, UCLA

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FastLinks specializes in the design, installation, and support of FSO and RF wireless systems. We are factory-certified by numerous manufacturers and offer better than typical pricing and turnaround.

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Lantana Communications is on a mission to help institutions of higher learning develop and deliver a communication infrastructure that enables their university to connect to information using technologies. We are an Avaya Platinum Business Partner.

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

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Send press releases to Amy Burton (aburton@acuta.org)

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- Report: Disaster Preparedness Lessons from Hurricane Sandy
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