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# Information Technology

Start teaching  
with technology

with help from the DMC

## Do you?

Do you want to design or redesign a course or learning activity to include the use of a chat tool, web site, or other digital or online tool but don't know exactly where to begin? Try one of the following Digital Media Center (DMC) services or resources.

### ▼ Take TEL short courses

Faculty members may take free technology-enhanced learning (TEL) courses taught by our consultants and staff members from Academic and Distributed Computing Services (ADCS).

- For more information see <http://dmc.umn.edu/training/>.
- To register see <http://training.micro.umn.edu/ShortCourses/ClassList2.cfm?Sort=Category#16>.
- Or, to register type "technology enhanced learning" at the training site: <http://training.micro.umn.edu/>.

**Faculty members:  
sign up for  
free  
TEL  
courses**

### ■ New to TEL?

We recommend either of these:

- Designing Course Web Sites: Implementing Teaching Strategies with WebCT
- Creating Course Web Sites: WebCT 3 Basics

The former will help you generate a well-designed plan for a course web site based on your teaching goals, and the latter will help you create and manage course web sites using WebCT course management software.

### ■ Building learning groups online?

We recommend:

- Creating Course Web Sites: Building an Online Learning Community

This course will give you a feel from the student perspective for what it's like to collaborate online. The first meeting will be held online using chat and discussion tools; the last will be held in person. You will learn valuable skills that will help you facilitate student collaboration in a distance-learning environment.

### ■ Developing video or animated learning objects?

We recommend:

- Creating Learning Objects: Flash MX Basics
- Creating Learning Objects: iMovie 3 Basics

You will add valuable skills to your toolbox in these courses. Not only will you learn how to use the software to create learning objects, but you will also learn how to design learning objects that contribute to student learning.

### ■ Leading a development team?

We recommend:

- Managing TEL Projects: Practical Techniques

TEL projects often take more time and resources to complete than new developers expect. Learn how to include team members with the right skills, plan for common problems, and estimate realistic budgets and timelines with “practical techniques” training.

### ▼ Meet with DMC consultants

Digital Media Center consultants can help faculty members plan and design educational technology activities and materials such as course web sites, online discussions, and streaming media resources.

Schedule a free appointment, and we can help you clarify your learning objectives and find our and other campus services through which you can get help planning, designing, producing, teaching with, and assessing appropriate learning activities and materials. See <http://dmc.umn.edu/consultations/>.

### ▼ Consult our online resources

You can find out more about our services, programs, projects, and online resources on our web site at <http://dmc.umn.edu/>.

### ■ Teaching with technology information

A good place to start is with our “Teach With Technology” section. Read about how educational technology can be used to enhance learning, how other University instructors have used it, how to evaluate its use, and more: <http://dmc.umn.edu/teach/>.

### ■ Development guides

Get information about how to develop digital activities and materials in our “Develop Learning Materials” section. You can learn how to develop a course web site by following a five-step development process, how to comply with intellectual property laws, how to find and customize learning objects created by others, how to conduct tests to ensure that your activities and materials are usable, and more: <http://dmc.umn.edu/develop/>.

■ Christina Goodland, Digital Media Center,  
<http://dmc.umn.edu/>

# New ways

## to get teaching with technology help from the DMC

**T**he Digital Media Center (DMC) provides a wide range of services, programs, projects, and online resources to help instructors use technology to enhance learning. Those that have been created, updated, or enhanced over the summer are highlighted below. To get details and learn about all of our support efforts, visit our web site at <http://dmc.umn.edu>.



### Services

#### ■ Faculty Toolkit software versions updated

Free and reduced-price multimedia software applications again will be made available to University tenure-track faculty members on all campuses through the Faculty Toolkit project. Many of the applications have been upgraded to new versions.

Instructions about how to obtain the software will be published on the DMC web site at <http://dmc.umn.edu/toolkit/>.

#### ■ Seminar series features panel discussions of current TEL issues

University of Minnesota instructors will continue to present their technology-enhanced learning (TEL) work to the University community at a series of free seminars this academic year, but the focus will shift. Instead of individual instructors discussing one or two projects, a moderator and panel of several instructors will discuss with the audience broader technology and pedagogy issues related to specific topics. For more information, see <http://dmc.umn.edu/seminar-series/>.

#### ■ Three new technology-enhanced learning short courses offered

Instructors who want to teach with technology can take new or redesigned ADCS/DMC courses this fall:

- Enhancing Learning With Technology: Active Learning With PowerPoint
- Evaluating and Assessing Technology-Enhanced Learning
- Flash Communication Server Orientation

The DMC and ADCS also offer customized TEL workshops. For more information about our scheduled and customized classes, visit <http://dmc.umn.edu/training/>.

Table 1: Fall TEL seminars

Date	Place	Topic	Panelists
October 9, 2003	Walter Library, Room 101	<b>Course Redesign</b>	John Anderson and Carol Gross; Deborah Dillon and Aaron Doering; Craig Hassel, Linda Brady and Paul Brady
November 5, 2003	Walter Library, Room 101	<b>Technology-Enhanced Problem-Based Learning Activities</b>	Cryss Brunner; Mary Jo Kreitzer and Louise Delagran
December 2, 2003	274 McNeal Hall (Fireside Room)	<b>Learning Object Technologies</b>	Victoria Mikelonis and Lenna Constantinides; Susan Rose and Simon Hooper; George Rehm and Jenni Swenson

#### ■ Campus faculty, students surveyed about educational technology

In the springs of 2001 and 2002, staff members from the DMC, OIT, COAFES, COEHD, CHE, CLA, and the College of Veterinary Medicine surveyed faculty

members and students about the use of educational technology on campus and then published reports about the results.

We plan to conduct Twin Cities campus-wide faculty and student surveys every other year, beginning in the spring of 2004. For more information see: <http://dmc.umn.edu/surveys/>.



## Programs

### ■ Four instructors begin terms as DMC faculty fellows

The following instructors received 2003–04 fellowships to research the impact of digital technology on teaching and learning and to design and share innovative teaching and learning processes:

- Susan Henly, School of Nursing
- (María) Emilce López, College of Liberal Arts
- William Riley, School of Public Health
- Mickey (Ava) Trent, College of Veterinary Medicine

For more information, see <http://dmc.umn.edu/fellowship/>.

### ■ Educational Technologists Forum well received; meetings continue

In the spring of 2003, the Educational Technologists Forum was created to help meet the needs of any interested campus faculty members, staff members, and graduate assistants who help to create digital course materials as a part of their jobs. Several dozen people attended each of the first several meetings and were asked how they would like future meetings to be structured. Almost all found the social time and participant-selected break-out group discussions helpful; some suggested also including demonstrations.

The meetings will continue to be held every other month throughout the 2003–04 academic year; the next meeting will feature a demonstration of WebCT Vista 2.0 and a progress report about the pilot tests being conducted with it on campus this fall:

October 2, 3–4:30 p.m.,  
402 Walter Library

More information at <http://dmc.umn.edu/etf/>.

### ■ TA training offered for credit or noncredit; evaluation results to be published

This fall, the popular TA training program is offered both as a noncredit program and a 2-credit course, Nurs 5800. Participating TAs are sponsored by faculty members and learn about web-based teaching and learning strategies and web design and development techniques.

In addition, our article about the history and future of the program and recent evaluation results will be published in the *EDUCAUSE Quarterly* this fall. For more information, see <http://dmc.umn.edu/ta-web.shtml>.

*Other Minnesota public television stations have opted to carry the Tech Talk television series. The 5th episode, “Browsing the Web” was watched by over 4,700 households.*

### ■ Thousands watch “Tech Talk” TV show; second season planned

“Tech Talk,” a TV show produced by us, ADCS, CCE, and University Relations about the digital technology we encounter in our everyday lives, premiered this summer on Twin Cities Public Television and continues this fall. The show has garnered a positive response; for example, the fifth episode, “Browsing the Web,” was watched by 4,785 households, and 6 other Minnesota public television stations have opted to carry the series. As a result, a second season of thirteen episodes will be produced this fall and air in April.

The last episodes of the first season air at 7:00 p.m., TPT channel 17 on:

September 21  
September 28  
October 5

For more information, see <http://www.techtalk.umn.edu/>.

## Projects

### ■ Flash communication server pilot projects completed; orientation offered

This spring AHC, COEHD, CHE, and OIT began exploring how Macromedia's Flash Communication Server can be used on campus to support multi-user online learning environments. Information about these efforts is now on our site at <http://dmc.umn.edu/fcs/>.

A Flash Communication Server Orientation short course is offered this fall; see <http://training.micro.umn.edu/ShortCourses/ClassDetail.cfm?ClassID=1569>.

### ■ New learning objects pilot project

We offered an 18-hour seminar this summer for instructors who wanted to conceptualize and design interactive learning objects and activities. Then we selected three projects which we will help design, develop, implement, evaluate, and redesign during the 2003–04 school year.

1. Elizabeth Braunlin → Pediatrics → a video and animated graph of a beating heart.
2. Barbara Martinson → Design, Housing, and Apparel → an interactive timeline of the history of design to which students can add entries.
3. Marieke Van Dijk → Work, Community, and Family Education → a flowcharting tool students can use for assignments.

General information about the development and use of learning objects is available on our web site; updates about the projects will be published in that section as well at: <http://dmc.umn.edu/objects/>.

### ■ WebCT Vista 2.0 pilot tests conducted this fall

We will continue to support WebCT Campus Edition 3.8 during the 2003–04 school year, and WebCT Administration and Support staff members will pilot test WebCT Vista 2.0 with a select group of faculty members during the fall. Updates about the tests will be published on the WebCT support site at <http://webct.umn.edu>.

## Online Resources

### ■ DMC site has a new look

Our site has a new look, based on that of the central University of Minnesota web site, and a new update schedule: <http://dmc.umn.edu>

Announcements about new or updated services, programs, projects, and online resources and about upcoming classes and events will be posted on the home page at least every few weeks. Visit the DMC web site and tell us what you think about it by sending e-mail to [dmc@umn.edu](mailto:dmc@umn.edu).

### ■ Questions or topics of the week featured on “Tech Talk” site

Viewers of the “Tech Talk” TV program can post questions about episode topics on the “Tech Talk” web site for University technology experts to answer. The questions and answers are posted on the site, and a new question or topic is featured each week on the home page. See <http://www.techtalk.umn.edu/>.

### ■ DMC and “Tech Talk” news posted every few weeks on myNews channels

You also can get the news announcements we publish each week on our DMC and “Tech Talk” sites from the myU University of Minnesota Public Portal at <https://www.myu.umn.edu/>.

Sign in; select “my News” from the tabbed menu at the top, then “Customize News” in the upper right corner. In the drop-down menu under “Search for Channels,” select Internal News, then in the search box type “Digital Media Center” or “Tech Talk” and select Search. Click the box under “Show in My News,” and our announcements will appear in your my News window as soon as we publish them. Click one of the boxes under “Email Subscription” and the announcements will be sent to your University e-mail address.

■ Christina Goodland, Digital Media Center, <http://dmc.umn.edu>

# Hey UCS! What did you do this summer?

University Computer Services, University Computer Stores: <http://www.umn.edu/ucs>

During the summer UCS added additional service options to better serve the University of Minnesota community. Visit the UCS website for detailed service information: <http://www.umn.edu/ucs>

## Service changes

UCS service changes this summer included:

- Discounted software sales → UCS provides software at reduced prices for University of Minnesota students, faculty, staff, and departments at the UCS location. Based upon customer input, UCS has increased those software options.
- Wireless access points for sale → to departments.
- Used computer equipment prices reduced → UCS reduced the prices of refurbished computer equipment and continues to run additional promotions. Visit the UCS website frequently for the latest list of equipment for sale.
- Discounted extended laptop checkout options → UCS offers a weekly and monthly extended laptop checkout option for students, faculty, and staff.
- Microsoft Campus Agreement changes → the University has a contract with Microsoft to provide a suite of their most popular software for use on computers that are owned by the University.
- Microsoft Campus Agreement, *Student Option* → two University of Minnesota colleges are currently participating in the Campus Agreement student option in which colleges pay for selected Microsoft software for their enrolled students. UCS offers a distribution process to assist with this program.
- Analog telephones for sale → to departments as well as to students, faculty, and staff.
- Hardware support phased out → UCS has discontinued all complex hardware repair, warranty, and UCS contract services. This difficult decision was the result of a decrease in hardware support demand as well as budgetary issues. UCS U-Rent-A-Guru consultants, however, still offer upgrades and some replacement parts for your computer.



University Computer Services

## Wide range of services

UCS continues to offer the following services:

- Microsoft Academic Student Select program → UCS has teamed up with Microsoft to offer reduced software prices on common Microsoft software for currently enrolled University of Minnesota students.
- U-Rent-A-Guru software support → U-Rent-A-Guru consultants provide short-term consultation and support services. Examples include:
  - Data transfer and recovery
  - Virus removal and antivirus updates
  - Installation, configuration and troubleshooting:
    - Operating systems
    - Software
    - Internet browsers and e-mail clients
    - Memory and hard drives
    - Modems and ethernet cards
    - CD-ROM, CD-RW, and DVD drives
    - Wireless access points
- Computer Recycling for UM departments located on the Twin Cities campus → UCS picks up departmental computer products free of charge and recycles or disposes of them properly, according to the University recycling policies.

UCS will continue to increase and/or add services based upon customer recommendations. For detailed UCS service information, visit the UCS website or telephone UCS at 612-624-4800.

■ Renee Rivers, University Computer Services, University Computer Stores, <http://www.umn.edu/ucs>

# Seven myths about Libraries and research that can trip undergraduates

Nancy K. Herther, University Libraries, <http://www.lib.umn.edu>

## Welcome

**T**his fall we welcome a new class of freshmen, new grad students, as well as new researchers and faculty to our campus. We in the University Libraries want you all to be successful in your work here. Perhaps the best single decision you can make as you start to organize your classes, your coursework, or your professional practice is to make our libraries and the talented staff of the Librarians your partners!

We especially want to be sure that our new class of freshmen and transfer students are aware of the great services and support offered by our Libraries! Faculty and TAs are welcomed to bookmark this for use by your incoming students.

Over the years, library staff too frequently meet with people who come to us after they have a major problem or have reached an insurmountable roadblock in their research. Here are some major warning signs of trouble ahead.

## “I know what I need”

Today knowledge changes constantly and information is being produced at levels that stagger the imagination. The University Libraries include over six million print volumes, 45,000 serial subscriptions, 5.7 million microforms, 2.6 million government documents, and 400,000 maps, making it the 17th largest research library in North America. Here in the Libraries we have reference assistance available 24/7 <<http://infopoint.lib.umn.edu/>> to help guide you, answer your questions, or connect you with the best resources to complete your class projects!

## “I can find it myself”

Given the sheer quantity of information out there and the problem of finding quality information (not just piles of ‘junk’), good research is getting more difficult each year. Perhaps you will eventually bump into some key piece of information. But at what price? Few of us have time to waste on “fishing expeditions.” For a wonderful online, self-

## Key resource people to help you succeed here at the U

Remember these important resources.

- **Senior students** in your departments: these students can give you some advice and the “inside track” on your major areas of study.
- **TAs** for your classes: these grad students have been there and can provide you with tips, help, and information.
- **Computer help lines:** computers are essential — and if you don’t understand something, or aren’t sure how to get things working right, these are the experts. They offer one-on-one assistance as well as lots of good workshops. They can help you select software, get your e-mail working, and understand our growing wireless world.
- **Advisors** are key resource people: advisors will help you sort out what you want, where you best fit, and how to plan your career here on campus.
- **Clubs and student groups** with mutual interest areas: check around and see what’s available. Many departments sponsor student clubs or groups for their undergrads.
- **Writing labs and study centers** provided by the University offer excellent help. Ask your advisor which ones might be best for you.
- **Campus libraries staff** are available 24/7 to answer specific questions. They can also help you get started with your research, using stubborn databases, or finding some elusive fact or data.
- **Professors** are not only experts in their subject areas, your professors have years of experience as teachers and mentors to students. If you need to check your bearings, there is no better place to start than with your instructors.

Take advantage of the wide range of free services available here on campus. Get involved. Be assertive when you need something or can’t figure something out on your own. We want you to be a success!

paced overview of the entire research/writing process check out our QuickStudy program. You can do through QuickStudy on your own, 24.7: <http://tutorial.lib.umn.edu/>.

"The three most important documents a free society gives are a birth certificate, a passport, and a library card."  
 E. L. Doctorow 

#### "I live on the web"

The web is great for many things — chatting, e-mail, checking box scores, sending messages back home without paying for long-distance calls, etc. However, for quality research, the web is a quagmire; and often one can get lost in the shifting sands of the various search engines. There are, however, ways to do quality web research; and since most librarians in the Libraries spend major portions of their day online, we really can teach you a trick or two! For a good overview on using the web for research, check out this Libraries website: <http://tutorial.lib.umn.edu/infomachine.asp?moduleID=7>

#### "All libraries are the same"

An "academic research library" is a very unique thing. This is no public library, no high school library, no personal collection or disorganized website. The resources that you have access to at this University are unique within the state, and many of our resources are unique in the world. Stop in. Sign up for a free tour, or stop at one of our reference desks and ask about what kinds of things we have in your areas of interest. You will be surprised, perhaps even amazed! For a listing of tours and free workshops you might take to help you navigate through the Libraries, check out this website: <http://www.lib.umn.edu/research/index.phtml#workshops>

"The secret of all power is:  
save your force. If you  
want high pressure  
you must choke off waste."  
 Joseph Farrell 

#### ***The numbers keep growing!***

According to the Bowker Annual

- in 1980 there were 42,377 books published
- in 2000 there were 96,080

According to the Newspaper Association of America

- in 1980 there were 7,954 weekly newspapers in the US with a circulation of 42,347,512
- in 2000 there were 7,689 papers with a circulation of 70,949,633

According to A. C. Nielsen

- in 1971 the average daily home viewership of television programs was 6 hours and 19 minutes
- in 1998-99 the number was 7 hours and 37 minutes

According to the New York Times Almanac 2002, the number of U.S. digital cable subscribers increased from

- 1.5 million in 1998
- to 12.2 million in August 2001

According to the New York Times Almanac 2002

- in 1980, there was no World-Wide-Web
- in 1993 an estimated 3 million people worldwide were connected to the Internet
- by 2001 the figure had reached 407.1 million

Google has estimated that there are nearly two billion web pages today.

"An investment in  
knowledge always pays  
the best interest"  
 Benjamin Franklin 

### **"I have plenty of time; it can wait"**

That's what you think until it's perhaps too late to do good research. Starting a major 3- or 5-page paper a week — or, worse, the day before — it is due is doomed to failure. On occasion even seniors get stung by this one. Get an early leg-up on your research. If you need assistance, the Libraries have developed an Assignment Calculator to help you plan out your research/writing every step of the way. It will even send you e-mail reminders along the way to help you keep on schedule. It's at this site: <http://www.lib.umn.edu/help/calculator/>

### **"I don't want to bother a librarian"**

Answering questions and helping our users is why we are here! Reference staff have years of experience working not just with information generally, but with the collections, and designing the services, that we have here on campus. The Libraries' indexes and web pages have been specifically designed to take the guess work out of research and getting you what you want, when you need it. If you need help getting started, try our excellent QuickStart guides to get you started <<http://research.lib.umn.edu/>> or stop in at one of our reference desks for help.

**"No matter how much pressure  
you feel at work, if you could  
find ways to relax  
for at least five minutes  
every hour, you'd be  
more productive."**

 **Dr. Joyce Brothers** 

### **"It always worked for me before"**

Freshmen, you need to realize the expectations of your faculty are far higher than you've ever experienced before in school. What you've done up to now has been wonderful — and it brought you this far — but you need **new** skills, need to use

**new** tools, and to produce a **higher** quality of work. We'll help you if you give us a chance!

To find a specialist in your research area, check out this list: <<http://www.lib.umn.edu/about-selector.phtml>>. You will find a phone number and e-mail address for each person listed. We'd love to help you!

**"In all our efforts to provide  
"advantages" we have actually  
produced the busiest,  
most competitive, highly  
pressured, and over-organized  
generation of youngsters  
in our history."**

 **Eda J. LeShan** 

We want you to succeed in your classes here and in your careers. We want the investment you are making to last a lifetime.

How should you start? Simply drop by a library or visit our website at. You can also sign up for a tour or a free workshop to learn the skills you need.

We can help you achieve your goals. Stop in. Get to know us. We are here to serve!

**"No pressure, no diamonds."**

 **Mary Case** 

■ Communications about this column should be addressed to: Nancy K. Herther, Social Sciences Librarian & Bibliographer, 170b Wilson Library, West Bank; [n-hert@umn.edu](mailto:n-hert@umn.edu); 612-624-2020.

# Video and Wireless Technology Conference

- 1-day free conference
- October 7, 2003
- Coffman Memorial Union
- Registration required

<http://videoconference.umn.edu>

Faculty, staff, administrators, and technical coordinators have the opportunity to attend a conference about wireless and video technologies on the Twin Cities Campus. The conference — set for Tuesday, October 7, in Coffman Memorial Union — will begin at 8:30 a.m. and end by 3:45 p.m.

## Sponsors and speakers

Sponsors of the event include the Office of the Executive Vice President and Provost, the Office of Information Technology, Academic and Distributed Computing Services, Networking and Telecommunications Services, and the Digital Media Center. Opening remarks and introductions will be provided by Vice Provost Billie Wahlstrom, followed by a welcome from Executive Vice President and Provost Christine Maziar. Senior Vice President for Health Sciences Frank Cerra will deliver the keynote speech.

## Three Tracks

Content sessions will be provided in 3 tracks: Teaching and Learning, Wireless Technology, and Video Technology.

▼ The Teaching and Learning track will center on how faculty are using wireless and video technology to enhance student learning, including learner goals and teaching strategies used. Examples of technologies to be discussed are: laptop computers in a wireless classroom; PDAs to allow mobile learners to interact with other learners and access information; web conferencing (e.g., Flash Communication Server) to allow national panelists to interact with dispersed learners; and streaming video to allow adult learners anytime/anywhere access to learning opportunities and graduate degrees. Faculty will also discuss how classroom assessment techniques can be used to evaluate these technology enhanced learning environments.

Three presentations will be provided in the morning and two in the afternoon.

▼ The Wireless Technology track will provide background information (wireless concepts, equipment, and technologies); technical information (network infrastructure, firewall, and future plans); operating and purchasing recommendations; details about where to get support for wireless on campus; and training sessions for technical coordinators.

▼ The Video Technology track will introduce you to the current University video network infrastructure; how IP Video is supported on the current campus network; how IP Video is supported in the wide area, the statewide network, the Internet, and Internet2 as well as how the new campus network will change things. This track also provides an overview of existing video services and technologies (ITV classrooms, desktop and administrative video conferencing, video production, video streaming, satellite conferencing), and current support and training structure for these services.

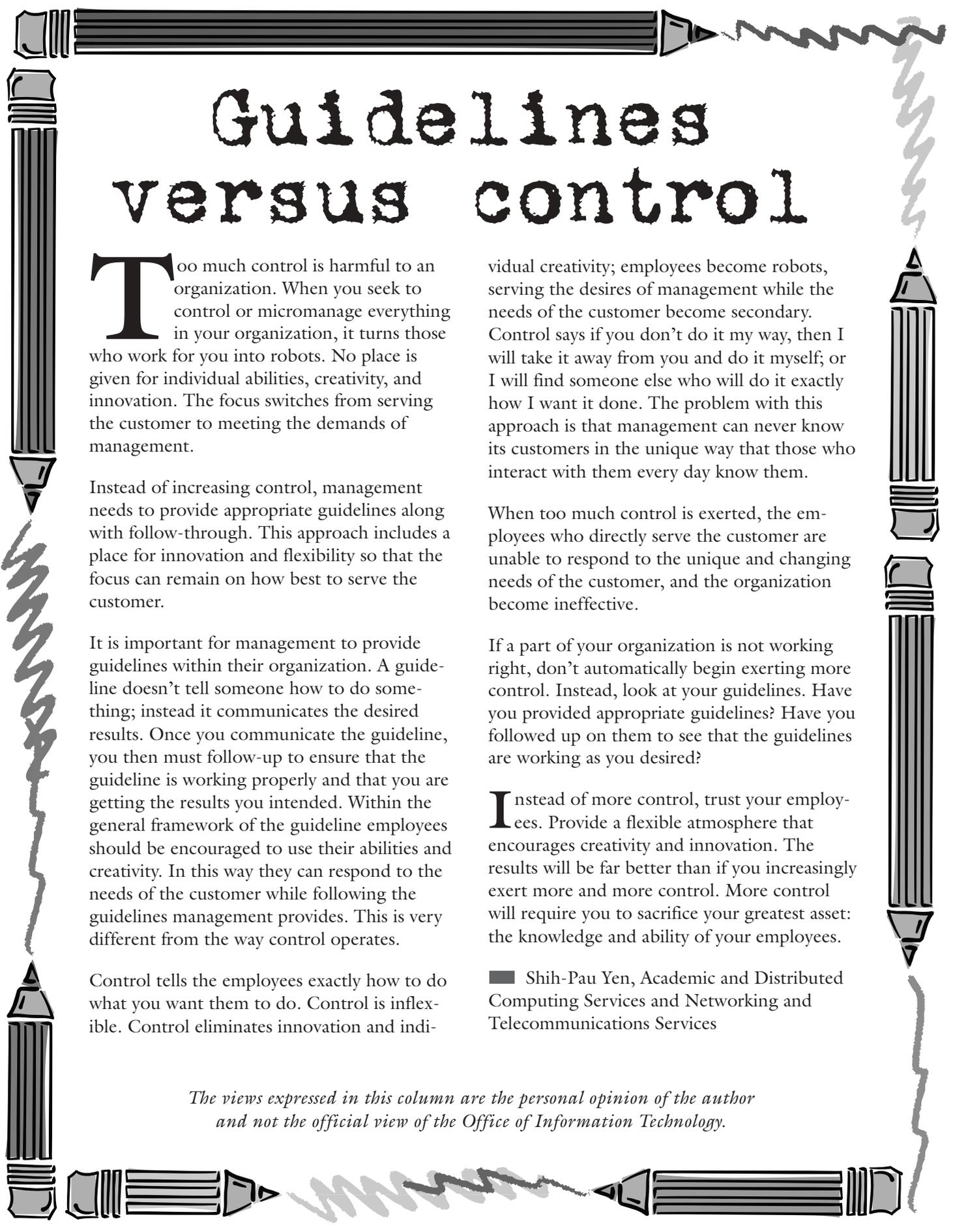
- The wireless and video sessions presented in the morning will be repeated in the afternoon so that registrants may attend both sessions.

## Final event

The day will conclude with a panel discussion (with presenters from all three tracks) led by Chief Information Officer Steve Cawley.

The conference is free. Space is limited, so early registration is recommended. For more information, or to register for the conference, go to its website: <http://videoconference.umn.edu>

■ Kathy Confer, Academic and Distributed Computing Services

A decorative border of pencils surrounds the page. At the top, a pencil is drawn horizontally. On the left and right sides, pencils are drawn vertically. At the bottom, two pencils are drawn horizontally, facing each other. The entire border is drawn with a sketchy, hand-drawn style.

# Guidelines versus control

**T**oo much control is harmful to an organization. When you seek to control or micromanage everything in your organization, it turns those who work for you into robots. No place is given for individual abilities, creativity, and innovation. The focus switches from serving the customer to meeting the demands of management.

Instead of increasing control, management needs to provide appropriate guidelines along with follow-through. This approach includes a place for innovation and flexibility so that the focus can remain on how best to serve the customer.

It is important for management to provide guidelines within their organization. A guideline doesn't tell someone how to do something; instead it communicates the desired results. Once you communicate the guideline, you then must follow-up to ensure that the guideline is working properly and that you are getting the results you intended. Within the general framework of the guideline employees should be encouraged to use their abilities and creativity. In this way they can respond to the needs of the customer while following the guidelines management provides. This is very different from the way control operates.

Control tells the employees exactly how to do what you want them to do. Control is inflexible. Control eliminates innovation and indi-

vidual creativity; employees become robots, serving the desires of management while the needs of the customer become secondary. Control says if you don't do it my way, then I will take it away from you and do it myself; or I will find someone else who will do it exactly how I want it done. The problem with this approach is that management can never know its customers in the unique way that those who interact with them every day know them.

When too much control is exerted, the employees who directly serve the customer are unable to respond to the unique and changing needs of the customer, and the organization become ineffective.

If a part of your organization is not working right, don't automatically begin exerting more control. Instead, look at your guidelines. Have you provided appropriate guidelines? Have you followed up on them to see that the guidelines are working as you desired?

**I**nstead of more control, trust your employees. Provide a flexible atmosphere that encourages creativity and innovation. The results will be far better than if you increasingly exert more and more control. More control will require you to sacrifice your greatest asset: the knowledge and ability of your employees.

■ Shih-Pau Yen, Academic and Distributed Computing Services and Networking and Telecommunications Services

*The views expressed in this column are the personal opinion of the author and not the official view of the Office of Information Technology.*

▼ **Help**

Computer Misuse or Abuse (also see Procedure 2.8.1.1)

- Emergency Network Help Line ..... 612-625-0006
- Non-emergency, e.g., spamming ..... abuse@umn.edu

**1-HELP ..... 612-301-4357**

Dial 1-HELP. Listen to the voice menu list of options.  
Press the number of your desired option.

- Technology Help ..... www.umn.edu/adcs/help

▼ **Modem pool for active UM accounts**

Internet/PPP: up to 53kps if v.90 ..... 612-627-4250  
(56k K-flex, Flex56, X.2 protocols are unsupported)

▼ **Quick Guide**

- Internet/Email account options .... www.umn.edu/validate
- Office of Information Technology ..... www.umn.edu/oit
- One Stop Services ..... onestop.umn.edu
- Techmart ..... www.techmart.umn.edu
- Computer Accommodation Program ..... cap.umn.edu
- University Computer Services ..... www.umn.edu/ucs
- MNCAT/LUMINA (Library) ..... www.lib.umn.edu
- UM News Servers ..... news.umn.edu

Associate Vice President and  
Chief Information Officer, Steve Cawley ..... 612-625-8855

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**Complete subscribe/unsubscribe details at:  
www.umn.edu/oit/newsletter/subscription.html**

- Quick guide: the subscriber information we need for paper copies mailed to a UM campus mail address is listed below.

*If you use a campus mail address, you will receive your paper copy sooner and will save us money.*

1. the recipient's name
2. the recipient's department
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