



## Greetings WACUBO colleagues,

MICHAEL UNEBASAMI, WACUBO PRESIDENT

I can't believe how quickly the year has come and gone. It feels like only yesterday that I began my tenure as your WACUBO president. As you read this, I am preparing for the transition that will occur at our next annual meeting in May, where my friend and colleague Cynthia Teniente-Matson, vice president for administration and chief financial officer at California State University, Fresno State, will assume the responsibilities of WACUBO President for the 2008-09 year.



As I reflect on this past year and the accomplishments of the WACUBO board, I am most proud of the quality and excellence of the professional development programs offered to our membership this year. The volunteer board and committee members contributed countless hours of service to plan and develop these outstanding events, including the development of several new activities and enhancing some of our well-established programs to increase participation across our entire membership in far-reaching areas.

We recently successfully completed the first Pacific Rim Seminar in Hawai'i, drawing participants from all across the Hawaiian island chain, as well as participants from higher education institutions throughout the Pacific. A sincere *mahalo* to program coordinator Monica Boulay and all the speakers and volunteers who helped in putting together a great program.

With the WACUBO Annual Meeting just around the corner, I am again reminded of how quickly time flies. If you haven't already registered, please do so by visiting our website at [www.wacubo.org](http://www.wacubo.org). This year's annual meeting will be held at the beautiful Sheraton Wild Horse Pass Resort in Chandler, Arizona, on May 4-7, 2008. We are very fortunate to have Debra Thompson, Vice Chancellor, Business Services for the Maricopa Community College District, and her team of volunteers coordinating this much anticipated event. I look forward to seeing each of you in Arizona.

I'd like to also take this opportunity to update you on some other activities and progress we've made toward meeting our goals for this year. WACUBO has been an active participant and very instrumental in the rollout of a new NACUBO Online service called PREP, a Professional Resources and Events Planner. Please make time to log on to the NACUBO website and visit PREP. I'm sure you will be impressed with what you will see and hope that you will find it very useful in finding professional development opportunities not only those sponsored by WACUBO, but those of our other regional associations as well. We are in the final stages of implementing a new and better registration system that will be used for all of our program activities that will make it easier to register and improve our database on participants. We have also successfully implemented a Program

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THE WESTERN ASSOCIATION OF COLLEGE AND UNIVERSITY BUSINESS OFFICERS

WACUBO

## LETTER FROM THE PRESIDENT (CONT'D)

Year Budget for WACUBO in order to hold our Board members accountable for our budgets during our term in office, an initiative I began as your 1<sup>st</sup> Vice President. These accomplishments are the combined efforts of many who support WACUBO and our mission.

In closing, I would like to say how deeply honored and grateful I am for this opportunity to have served as your WACUBO President, working with a volunteer board of directors who have contributed so much of their time and energy in serving you, our members. I am confident that WACUBO will continue to successfully meet its mission by providing you with highest quality of professional development opportunities.

As you know, part of my personal mission was to introduce a few new Hawaiian words with every message, since Hawai'i is the only state that has two official

languages—Hawaiian and English. I can't help but to reflect on the word "aloha," which has many meanings. In my first message, I used the term "aloha spirit" to describe the gracious hospitality each host city has extended upon us, as well as the sharing and giving nature of the WACUBO board and colleagues. Many of you also recognize "aloha" as a greeting, but did you know that it also means good-bye?

So, as I come full circle, I want to express my appreciation for the "aloha spirit" you've have shown me throughout the year, and also wish you a fond farewell and "aloha," until we meet again!

**Aloha 'oe,  
Mike Unebasami**

### SUBMISSION OF ARTICLES

Submission of articles: We welcome articles from individuals on a variety of subjects that would be of interest to members of our specific industry. WACUBO also solicits articles from vendors in various industries that are essentially generic in nature, that describe current trends in the industry, and that are of interest to business officers in higher education. The articles are expected to be educational or informative but not favoring any one particular vendor. A byline including the author's name, position and institution will be included. Articles should be brief (500-750 words). Submit all articles in the body of an e-mail message, or as a text document attachment to an e-mail message addressed to [CongdonD@email.laccd.edu](mailto:CongdonD@email.laccd.edu). The WACUBO newsletter is published quarterly by the University of Washington, on behalf of the Western Association of College and University Business Officers. Copyright 2007 by the Western Association of College and University Business Officers, unless otherwise indicated.

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### CHANGE OF ADDRESS

For change of address, use MY NACUBO ([www.nacubo.org](http://www.nacubo.org)) or send changes to [member.info@nacubo.org](mailto:member.info@nacubo.org)

# Academic and Unit Business Officers Workshop Already a Huge Success

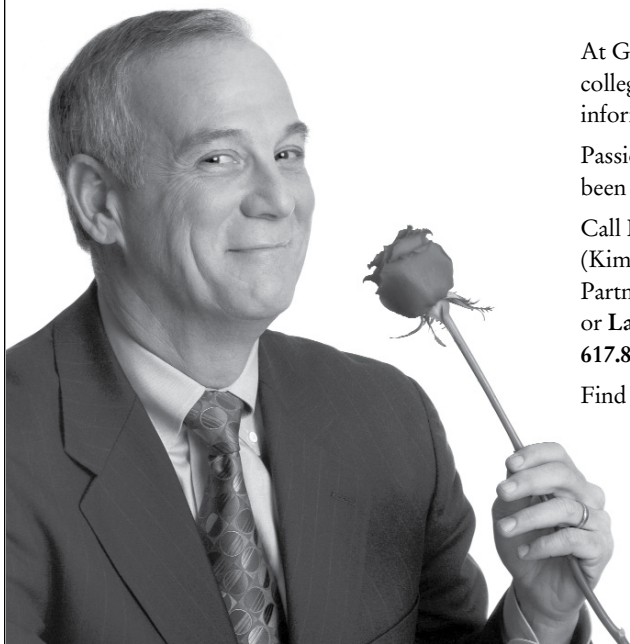
One of the initiatives of the WACUBO Board of Directors has been to identify academic and departmental business officers on our campuses and offer them meaningful professional development opportunities. Those tasked with business administration duties in academic divisions, schools, colleges and institutes, auxiliary units, and foundations often have perspectives different from those in central administration, and the Professional Development Committee created a unique curriculum to address their expressed professional development needs.

Entitled *Success Outside the Central Administration: A Workshop of Academic and Unit Business Officers* our first workshop geared toward this group is scheduled to be presented in Portland, Oregon, April 24-25. And even before its presentation it qualifies as a huge success! Thanks in large part to a stellar group of presenters, the workshop registration hit the maximum and had to be closed after the first week. Because of this overwhelming demand, the Professional Development Committee has responded by offering an additional session this November in the San Diego, California area.

The two day session provides a unique opportunity to learn about the financial, business, decision making, and communication skills with topics including: Specific Strategies for Success in Your Work With Central Administration; Understanding and Working with the “Big Picture” in Mind; Communicating well with Peers and Central Administrators; Dealing with Difficult People; Developing or Increasing Your Skills in Budget Development, Planning, and Monitoring; Writing financial reports and Presenting Fiscal Information; Ensuring Internal Controls and Strong Ethics; Understanding Human Resource Issues in Higher Education; Making Sure Your Current Job Leads to a Satisfying Career; and Developing Goals.

A big thank you to our inaugural faculty: Gregg Goldman, Kathleen McNeely, Bill Pickens, Allison Vaillancourt, and Jeff West, for their contributions to this informative and significant milestone in WACUBO professional development evolution. For more information regarding the upcoming workshop in November, please contact Marti Ash at (702) 895-3571 or [marti.ash@unlv.edu](mailto:marti.ash@unlv.edu).

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## Leadership Education at Stanford August 1 through August 8, 2008

WACUBO's Executive Leadership and Management Institute is now open for applications. The Institute's mission is to offer participants a premier experience designed to develop and enhance the skills essential to success in higher education administration.

In its forty-first year at Stanford University, the ELMI offers a retreat-style, "total immersion" experience for thirty-five participants. It brings together a wide range of people who interact with a dedicated faculty of nationally-recognized presenters and seasoned leaders in higher education.

The Institute is intensely rigorous and highly interactive. Participants are challenged by ideas and conversations which break down the barriers to honest exchange. The result is a change in the style and perspective of each participant, along with the opportunity to establish a strong professional network. Special emphasis is placed on providing an open and personally supportive environment.

Over the years, the Leadership Institute's focus has changed in response to the times. Now, it is a comprehensive experience for participants who are willing to devote one solid week to understanding themselves better and to practicing the skills required for leadership in higher education administration.

Individuals come from a wide diversity of institutions and professional positions. Institutionally, they come from small liberal arts colleges and medical schools; from community colleges and theological seminaries; from system offices and major research universities; from comprehensive universities to technical colleges. Within this diversity, they share the common purposes of high personal goals and a willingness to work at practicing leadership skills and broadening perspectives.



OUTDOOR DINING IS AN ELMI TRADITION

### INSTITUTE GOALS

#### **Increasing the self-awareness of administrators as leaders.**

Priority is placed on helping participants to see themselves as others do, understanding the strategic roles necessary for success in a higher education environment, and on staying flexible and being resilient.

**Improving skills in strategic thinking and effective action.** Priority is placed on the habits of setting realistic goals, solving problems early, communicating clearly, anticipating the responses of others, successfully managing conflict, enhancing team building skills, and evaluating progress honestly.

**Establishing an enduring network for support and commitment to continuing professional development.**

Priority is placed on forging professional relationships with peers and mentors who can later provide career advice, information about solving campus problems, personal support, and connections with other institutions.

### FORMAT AND SESSIONS

The Institute is conducted through a variety of formats: lectures, demonstrations, round-table discussions, case studies, small group projects, competitive events, video-taping, and one-on-one coaching. All activities are designed to provide the building blocks of skills for successful leadership in higher education.

The 2008 sessions are:

- The "Big Picture" of American Higher Education
- Personal Style, Public Speaking, and Leadership
- The Diversity of Higher Education and Implications for Leadership
- Academic Values and Faculty Perspectives on Administrators
- Anticipating and Managing Crises
- Managing Conflict and Difficult People
- Being a Better Leader: What ELMI alums say
- Establishing Credibility and Authority
- The Trials and Tribulations of Committee Leadership
- Challenges We All Face: Dealing with Violence on Campus, Lawsuits, and Employee Evaluations
- Real Career Planning: Balancing Work and Personal Life



2007 PARTICIPANTS IN THE YOST HALL LOUNGE.

### WHO IS THE INSTITUTE INTENDED FOR?

**Senior-level leaders**, or those serving as staff to them, who seek to understand the larger environment of higher education in America and institutions different from their own.

**Middle managers** who must manage both “up” and “down” the campus ladder. They manage administrative units, implement the policies of senior leadership, and are responsible for explaining institutional goals.

**Those new to higher education** who come from staff positions or from leadership roles outside academia, but who want to better understand the culture and decision-making process within their institution.

**Faculty members** who currently serve in administrative positions or would like to.

### THE DIFFERENCE

The ELMI is among the nation’s premier educational events in higher education, one among several opportunities for professional development. However, it is distinguished from others by the wide range of institutions which send participants and the diversity of positions they hold.

The Institute also differs in that it is tailored to the needs and situation of each participant. It is not simply about *leadership* in general. Its goal is for each person to see specific ways that he or she can exercise leadership and be more effective on campus.

And, it is held at Stanford University, one of the geographically largest and most impressive campuses in the world.

### APPLICATION FOR THE ELMI 2008

We welcome your application for this summer. For more information about the ELMI—its purposes, costs, setting, and alumni—please see the Institute’s portion of [www.wacubo.org](http://www.wacubo.org). To apply, send an e-mail to [whpickens@aol.com](mailto:whpickens@aol.com) and include your name, position title, campus or agency, office address, telephone, and e-mail address. Also, attach a description of responsibilities for your current position (a resume is fine if these are included) and the names of two individuals on campus who currently know you well.

Thank you for your interest in leadership education.

**William Pickens, Director, ELMI**

4709 Mt. Gaywas Dr.

San Diego, CA 92117

(858) 278-1764 (Voice) (858) 278-8781 (FAX)

[www.wacubo.org](http://www.wacubo.org) (website) [whpickens@aol.com](mailto:whpickens@aol.com) (email)

“If I had had this experience 15 years ago, I’d be a VP now.”

Darrell Hart, Assistant Vice President for Facilities,  
Utah State University

“Never have I learned as much about the culture and complexities of colleges, and how I can express my ideas more effectively, than I did at the ELMI.”

Jim Pullium, Chief Information Officer,  
Salt Lake Community College

“Although I attended the ELMI several years ago, its effect has been long lasting. It helped enormously with my career, I still use the ideas and tools presented there, and I keep in touch with several participants from my session.”

Elaine Sweet, Assistant Dean of University College,  
Arizona State University

“The Institute is a great opportunity to become more aware of the complexities of a campus and how to deal effectively with them as a leader.”

Lorraine Atwood, Vice President for Finance  
and Administration, The Vermont Law School

“I attended the ELMI several years ago, but the experience has continued to be very important for my leadership skills. ...I have also nominated members of my staff to attend, and every time they have returned with the opinion that the ELMI is the best leadership education they ever had.”

Glenn Ford, Vice President for Finance &  
Administration Linfield College (Oregon)



GINA LOMBARDO AND JOHN BRIAR ON  
THE YOST HALL PORCH



# Connecting Campus Cultures

There still is time! The 2008 Annual Meeting is just a few weeks away. It starts with a great reception at the Western theme town/saloon, Rawhide, on May 4 and concluding mid-day on May 7 with General Session speaker, Laree Kiely tying the meeting sessions together with a session on Building and Sustaining Relationships. This year's meeting is themed "Connecting Campus Cultures" and is appropriately set in Phoenix, with its rich Native American, Western and booming American city cultures. The meeting is at the Sheraton Wildhorse Pass Resort that is located on the Gila River Indian Reservation. By day, the program offers many opportunities for professional and personal development. Otherwise, numerous fabulous receptions and events are planned throughout the day and in the evening, providing attendees the opportunity to meet and reconnect. Events include a Newcomers reception for first-time attendees, a

Business Institute reception, a wine and cheese and an ice cream social in the exhibitor hall, the always special Sweets in the Suite reception sponsored by Follett, an opening reception, dinner and dance at Rawhide and a closing night reception, dinner and dance at the resort. Or, on Sunday morning, May 4, try a round of golf with colleagues at the resort's Whirlwind Golf Course or take a group walk on the 2.5 mile interpretative trail through the natural beauty of the Sonoran desert in which the resort is situated. There are also lots of opportunity to relax and re-energize with horseback riding at the resort's Equestrian Center, time at the Aji Spa, "a dip in the pool, or a visit to Phoenix, Scottsdale, Tempe, Chandler, Mesa, or one of the local towns for dinner and/or to see a baseball game, a show or movie or visit one of the many galleries or museums in the area. Make your reservations today to connect and renew!

## Corporate Partners Add Value to Phoenix Meeting

The Sheraton Wild Horse Pass Resort and Spa will be the perfect venue to blend with the format of the program, *Connecting Campus Cultures*, and will give you every opportunity to take advantage of the Information Exchange sessions and events. Our corporate partners will be present to discuss the challenges and opportunities you face and to share their expertise. Relationships developed in these casual but informative conversations benefit both the WACUBO membership and our business partners.

In addition to exhibitors who provide opportunities in the exhibit hall for members to view the latest innovations in products and services, sponsors contribute to the success of the Annual meeting by their support of program elements and signature social events.

We again welcome **Bank of America** as sponsor of the *WACUBO Golf Tournament* on Sunday morning. The Whirlwind Golf Club will challenge WACUBO golfers with 7,017 yards of impressive layout surrounded by the spectacular Sierra Estrella Mountains. The course is designed to preserve the rich cultural heritage of the Gila River Indian Community. Those who prefer less of a challenge on Sunday morning may choose to refresh body, mind and spirit with a walk through the Sonoran desert, following the resort's 2.5 mile Interpretive Trail which meanders along the recreated Gila River.

After Sunday morning's activities, the doors open for the Information Exchange Exhibits as well as *Special Afternoon Treats*, sponsored by *SSC Service Solutions*. Both food and

early arrival prizes will be in store for those who join us in Akimel 3 and 4 from 2:00 pm to 4:00 pm to see what new products and services our business partners have to share.

Longtime Platinum partner **Follett Higher Education Group** continues the sponsorship of WACUBO's Opening Roundup Reception and Dinner at Rawhide at Wild Horse Pass. The evening will be a great way to experience an authentic replica of an 1880's Frontier Town as we kickoff the 70<sup>th</sup> WACUBO Annual Meeting. Meet new friends and catch up with colleagues as you chow down western style and dance the night away.

Monday night, save time to join friends at the favorite hospitality event *Sweets in the Suite* — another WACUBO Annual Meeting signature event sponsored by *Scott Deaton* and **Follett Higher Education Group**.

Before the meeting closes you will enjoy the Annual Reception sponsored by **George K. Baum & Company** as a prelude to the *Annual Banquet and Dance*, enlivened by the sponsorship of **Commonfund**. The dining experience will include live music and dancing.

We value the support WACUBO's business partners provide to the organization and the Annual Meeting. Their participation gives you higher quality and greater affordability, plus their continuing commitment to higher education administration helps each of us in our efforts towards *Connecting Campus Cultures* in higher education.

# 2008 Annual Golf Event

The 2008 WACUBO Golf Event, planned for Sunday morning, will be held at the Cattail Course at the Whirlwind Golf Club. Surrounded by the spectacular Sierra Estrella Mountains, this truly unique Southwest golf experience is designed to preserve the rich cultural heritage of the Gila River Indian Community. The 7,017-yard, par 72 course, featuring gradual elevation changes and great bunker designs with multi-tiered greens, will impress and challenge golfers of all skill levels.

Transportation from the resort to the golf course, which is located on the resort property, as well as breakfast and lunch are provided as part of the golf experience.

To beat the heat, a shotgun start at 7:00 am will be preceded by breakfast. Bus transportation from the hotel to the golf course will be available beginning at 6:00 am.

The cost will be \$125 per person for institutional members and \$175 per person for vendors and guests. Fees include green fees, cart, continental breakfast, lunch, hole competitions, and prizes. Club rentals must be reserved in advance: the cost is \$45.



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- Lehman Brothers
- Sodexo Education
- TIAA – CREF
- Copper
- Chartwells Educational Dining Services
- KPMG LLP
- Moss Adams LLP
- SSC Service Solutions
- Standard & Poor's
- SunGard Higher Education
- Vicenti, Lloyd & Stutzman LLP
- Xerox Corporation
- Tin
- Capstone Development Western Division
- CASHNet

# 2008 Pacific Rim Seminar—New Professional Development Offering Rated a Success!

Another milestone for WACUBO! The Pacific Rim Seminar debuted March 24-25 and March 27-28 in Honolulu, Hawai'i in a perfect setting—on the lovely campus of Kapi'olani Community College. The two seminars were identical in content, enabling institutions to maintain office coverage, yet send multiple people for professional development.

Participants came from the seven community colleges and three universities that comprise the University of Hawaii System, as well as centers, institutes, the School of Medicine and the Waikiki Aquarium. Private institutions in Hawai'i, BYU-Hawaii and Chaminade University, also took advantage of this Professional Development opportunity, as did our colleagues from the Pacific Postsecondary Education Council, Guam, Palau, Northern Marianas and the Marshall Islands. Interest was high with almost 150 registrations, including chancellors, administrative officers, human resources officers, facilities managers, auxiliary services officers, bookstore managers, clerical support personnel, etc. The seminar also attracted the attention of many academic administrators.

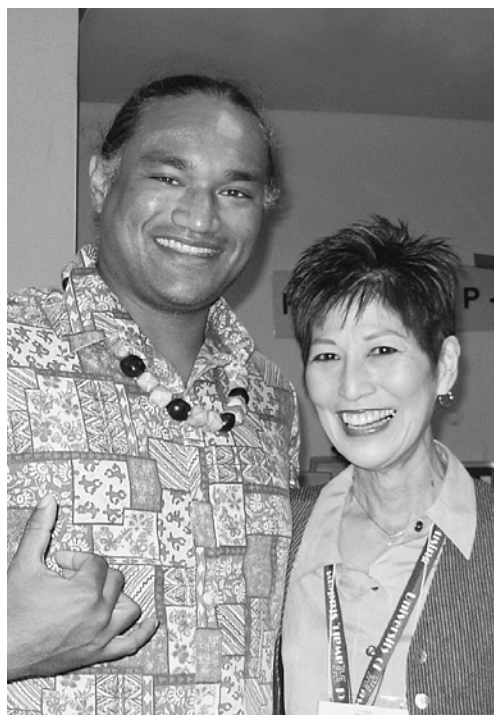
WACUBO President Mike Unebasami created the vision to design a professional development program for our Hawai'i and Pacific Rim members. As associate vice president of community colleges for the University of Hawai'i, Mike understood the time, expense and difficulty that this segment of our membership must endure to obtain professional development. By offering a program in Honolulu, these constraints were greatly decreased. The consensus from participants was that WACUBO should offer continuing programs in Hawai'i.

Monica Boulay, WACUBO's BMI and WMLI Director, WACUBO treasurer Lorretta Leavitt, and staff members from the Office of the VP for Community Colleges, University of Hawai'i collaborated on the program, including Sandra Uyeno, director of human resources; Nora Matsubara, administrative assistant, both of whom played important roles in the development of the program. In addition, Louise Yamamoto, director of alumni, community and corporate relations at Kapi'olani Community College and her colleagues were key to the success of the program. Besides their expertise in developing the curriculum, their presence ensured that participants were well taken care of and everything ran smoothly.

Susan Lee, director of marketing and communications, contributed her artistic talent and designed a stunning seminar logo and large banner.

Chef David of the Kapi'olani Culinary Arts program prepared a wonderful and scrumptious buffet lunch each day. It was beautifully presented against the spectacular backdrop of the beach and Diamond Head vista. He also brought tasty ice cream and toppings for afternoon breaks that added a festive note and enabled substantial networking. Creative carved fruit decorated the continental breakfasts each day. We appreciate Pepsi's generous donation of water and soft drinks for our refreshment breaks.

The topics and faculty were evaluated highly. The program opened with Palakiko Yagodich presenting the Oli, a beautiful Hawaiian chant to greet us and set the tone for the seminar. Mike Unebasami followed with a warm welcome and encouraged participants to meet their colleagues and participate fully in the program and activities.



PALAKIKI YAGODICH AND LOUISE YAMAMOTO



SANDRY UYENO AND NORA MATSUBARA

Stacy Pearson, vice president for finance and administration at Boise State University discussed ethics, questioning participants on issues important to them. She also presented internal controls. Sean Joyce, president of Omega Consultants to Management presented several topics including motivation, dealing with difficult people, power and influence, and working with multiple generations. Several in the audience became “volunteers” as he illustrated his points with magic tricks.

In an entrepreneurial approach to auxiliary enterprises, Jay Kenton, vice president for finance and administration at Oregon University System, explored some innovative approaches and creative ways to expand services. Scott Burns, associate vice president for financial operations at San Diego State University, discussed facilities management. He covered the importance of master planning, design and project management, operations and presented success stories, current challenges and emerging issues. Burns also presented sustainability on campus, defining the term and tracing the origins of the sustainability movement and proposed legislation. He discussed higher education’s role and responsibility in sustainability focusing on operations, financing, energy, recycling and building the campus team.

Paul Jenny, associate vice chancellor for budget and resource planning at University of California, Berkeley, reviewed the purposes and elements of financial management and resource planning. He talked about the various approaches to budgeting and techniques to assess budgetary needs. Jenny explained strategic budgeting, focusing on financial forecasting and how critical monitoring the budget and financial reporting are to the process.

Michael Krackov, senior claims counsel at United Educators, presented two topics: reducing risk in employee terminations and risk management—avoiding litigation landmines. Participants worked in groups to suggest solutions to common potentially litigious challenges, and viewed a video that presents key “landmines” for employee lawsuits and their consequences.

EEO issues were covered by John Knorek, an attorney at Torkildson, Katz, Moore & Hetherington in Honolulu. He discussed current and emerging issues and brought an excellent resource manual.

The final speaker was Keith Kashiwada, chair of the Arts and Humanities Department at Kapi`olani Community College. His presentation of communications in the workplace, demonstrating techniques through a humorous depiction of the consequences of miscommunications provided a tremendous closing for the seminar.

The response to this program indicates a high interest in professional development from our Hawaiian and Pacific Rim members. This will be communicated to the WACUBO Board to explore the possibility of future programs for this constituency. Watch the website, [www.wacubo.org](http://www.wacubo.org) for all of WACUBO’s professional development offerings.



BRENDA HAMANE AND LOIS FUJIYOSHI



## 2008 Business Management Institute Plan Now to Attend August 3-8

Plans are progressing for the 52nd WACUBO Business Management Institute at Santa Barbara scheduled for August 3-8, 2008. Besides a week of intensive professional development on the topics you need, presented by nationally known faculty who are leaders in their fields, you will experience the lovely oceanside setting on campus at University of California, Santa Barbara. In addition to wonderful scenery and weather, prepare to experience UCSB's famous hospitality, catering and customer service.

We expect about 300 higher education managers, supervisors, academic officers, unit business officers, staff and other mid-level personnel who perform administrative and business functions for the institution to attend. Anyone new to higher education will benefit from the learning and networking opportunities. Those who manage the business affairs in an academic department will gain new knowledge and find an advantage in meeting others who perform similar duties.

Dave Frohnmayer, president of the University of Oregon, will present the keynote address: *State of Higher Education in the U.S.—Dave's View*. He will discuss the current status of higher education, looking at the impact of the nation's economic situation and funding priorities, the upcoming presidential elections and the political environment, energy issues and other areas that could influence decisions in higher education.

Senior-level administrative officers and Institute graduates may attend the Continuous Learning program and then take other new courses from the four-year Institute curriculum or return to hear favorite faculty. Sean Joyce of Omega Consultants to Management will lead a "WACUBO MBA Bootcamp" which will explore human development and focus on developing personal success skills. Sean Joyce will lead a dynamic, in-depth, interactive session covering many of the communications and management skills necessary to manage people and projects effectively. Karen Hoefel, vice president for administrative services at Los Angeles Mission College, will continue as Continuous Learning coordinator.

The Institute's four-year progressive curriculum offers an opportunity for mid-level professionals to enhance technical skills, expand and improve management practices, hear updates on the important issues that affect your daily professional life and future, and meet new colleagues. Evening special events provide fun, relaxation and a chance

to get to know your colleagues. Sunday night's opening includes an outdoor buffet and an opportunity to meet Institute faculty and your fellow participants and reconnect with friends. On Monday evening, we'll have an ice cream party and pub night with karaoke. Tuesday night is the beach party and T-shirt exchange. On Thursday, after an outdoor buffet, join the DJ and dance the night away!

In Years One and Two participants take core courses in the morning and choose from a broad array of electives in the afternoon. The Year 1 curriculum includes accounting (separate courses for accountants and non-accountants), law, human resources management, history and financing of higher education and motivation. In Year 2, participants study principles of management, budget and planning, information technology and humor in the workplace. In selecting electives, you can customize your professional development by choosing a variety of topics, or design a track specific to your area of interest or responsibility. A sample of topics includes lab courses on using Excel, Access and Dreamweaver; effective meetings; facilities management and sustainability; innovative auxiliary enterprises, internal controls, avoiding litigation landmines, contracting, and many more.

Sandra Lier, retired associate vice president at University of Washington, will serve as Year Three coordinator. The Business Management Institute Year 3 will feature topics highly useful to every higher education administrator: ethics, leadership, communications, becoming a knowledge worker, guidance on human resources problems in the workplace, and how to manage performance metrics. The curriculum will provide a stimulating, challenging week. Year 3 also uses the case study method to introduce students to a wide range of typical problems, challenges and environmental conditions faced by college and university managers. Faculty in 2008 include David Frohnmayer, president of University of Oregon; Sandra Lier; Stacy Pearson, vice president at Boise State; Susan S. Clark, Unconventional Wisdom; Chris Christofferson, Stanford; Ruth Johnston, associate vice president, office of strategy management at University of Washington; and Allison Vaillancourt, associate vice president for human resources at University of Arizona.

Year Four focuses on emerging issues in higher education, highlighting leadership, change in business and institutional practices, strategic planning and performance measurement

Come to the beach this summer for a week of in-depth professional development. Reflect and refresh at the BMI this summer, while making valuable contacts, meeting new colleagues, and enjoying the spectacular setting. Plan to join us in August. For information contact Monica M. Boulay, Institute Director, at [EduSpeak@aol.com](mailto:EduSpeak@aol.com) or 520-298-8680.

and hot topics. Mernoy Harrison, vice president and executive vice provost, Arizona State University Online and Extended Campus, will return as Year Four coordinator. Faculty include Rufus Glasper, Chancellor of Maricopa Community Colleges; Jairy Hunter, Charleston Southern University; Ruth Johnston; Don Norris, Strategic Initiatives; and Beverly Ledbetter, vice president and general counsel of Brown University. Participants will explore the significant impact that campus change, technology and other issues have on all aspects of business functions and higher educa-

tion administration. The program offers small group discussions, a panel of experts and vital topics in higher education, including a full day of interactive strategic planning, in which participants will work in small groups to create a strategic plan. Additional topics include thinking and practicing leadership, measuring organizational performance, managing change, how to build a business case, top challenges in higher education, legal issues and financing technology.

## Comprehensive Doctoral Research Institutions Committee (CDRIC) Update

I am pleased to provide you with my second report as Chair of CDRIC. With the help of a committed group of volunteers, CDRIC has been extremely busy and productive over the last several months.

From the beginning of our program year in May 2007 CDRIC has held regular monthly conference calls where we have addressed a broad range of issues and developed a number of new initiatives for consideration by the WACUBO Board. The following outlines the key accomplishments of the committee over the last year.

In response to one of our major priorities – improving our communication and linkages with Unit Business Officers within CDRIC institutions - we provided valuable advice and insight into the project work being lead by Jeff West addressing this issue.

CDRIC committee members developed and presented to the WACUBO Board meeting in January 2008, a pilot scholarship proposal for the three WACUBO constituent groups. The goal of the pilot proposal is to increase participation levels of Unit Business Officers at the Annual Meeting and other program offerings by WACUBO. This proposal has been sent to the Finance Committee for their consideration for funding in 2008-09.

CDRIC committee members developed and presented to the WACUBO Board meeting in January 2008, a proposal to establish a task force that would confirm and make recommendations for a comprehensive and integrated WACUBO member database. The Board accepted the proposal and established a task force which will be lead by Gregg Goldman. CDRIC believes that a strategy to implement a member database is critical in supporting WACUBO's mission, improving our efficiency as an organization, reducing costs and more effectively reaching out to current and potential members.

Throughout the year CDRIC has worked very closely with Lynn Valenter (Washington State University), our representative to the Professional Development Committee (PDC), to ensure that PDC programs meet the needs and requirements of members from CDRIC institutions. This has been an exceptionally positive relationship and we commend the PDC for their great efforts. As well we worked very closely with Thomas McWhorter (University of Southern California) our representative to the Program Committee. Again this has worked extremely well to ensure that the Annual Meeting draws members from CDRIC institutions.

Finally, CDRIC has worked hard to organize the CDRIC lunch as part of the Annual Meeting to provide members with a further networking and professional development opportunity. The theme of the lunch is *Central Administration and the Academic/Research/Administrative Unit – Making the Connection*. CDRIC has organized a panel discussion moderated by Jeff West (University of Utah), with panelists Ann Jeffrey (UC Berkeley), Bonnie Scoles (Washington State University) and Lynn Carpenter (Arizona State University). The panel will outline their strategies in how they have bridged the gap and made the connection between central administration and campus units.

I have thoroughly enjoyed this past year as Chair and wish to thank all the committee members for their great work and contribution to the success of CDRIC. As the new program year approaches we will be looking for new volunteers to join this active committee. If you are interested or have any other thoughts or advice for CDRIC please contact me at [philip.stack@ualberta.ca](mailto:philip.stack@ualberta.ca).

**Philip Stack (University of Alberta)**  
Chair, CDRIC



# WACUBO Calendar

SPRING ISSUE 2008

May 4–7, 2008	WACUBO Annual Meeting	Phoenix AZ
July 12–15, 2008	NACUBO Annual Meeting	Chicago, IL
August 1–8, 2008	WACUBO Executive Leadership & Management Institute	Stanford University
August 3–8, 2008	WACUBO Business Management Institute	Santa Barbara, CA

## PROFESSIONAL DEVELOPMENT WORKSHOPS PLANNED FOR FALL 2008

September 2008	Strategic Budgeting	Salt Lake City, UT
October 2008	Fundamental College & University Accounting	Las Vegas, NV
October 2008	Intermediate College & University Accounting	Las Vegas, NV
October 2008	Presenting Budget & Financial Information Effectively	Las Vegas, NV
October 2008	Project Management	Seattle, WA
November 2008	Process Mapping/Benchmarking	Phoenix, AZ
November 2008	Academic & Unit Business Officers Program	San Diego, CA

WATCH FOR DETAILS ABOUT THE THIRD ANNUAL WINTER MANAGEMENT AND LEADERSHIP INSTITUTE TO BE HELD IN JANUARY, 2009

## WACUBO

The Western Association of College  
and University Business Officers

University of Washington  
Seattle, WA 98195-9000

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