



WACUBO

Aloha kakou (greetings to you all),

MICHAEL UNEBASAMI, WACUBO PRESIDENT

Greetings to my WACUBO *‘ohana*. If you’ve seen the Disney animated feature “Lilo and Stitch,” then you’ll know the meaning of *‘ohana*. If you haven’t seen the movie, please allow me to share with you Lilo’s definition, which she so eloquently says in the movie: *‘ohana* means family. Family means no one is left behind—or forgotten.”



In Hawai’i, we use the word *‘ohana* to describe our family that may include a large extension of relatives, close friends and associates. I now consider you all a part of my extended family — my WACUBO *‘ohana*. With that in mind, I would like to share with you all that has happened over the past few months and things to come in the future, so that everyone is on the same page, and no one is left behind, as we move into a new season of opportunities.

This summer, WACUBO offered two major institutes for our membership. From July 26 to August 3, twenty-seven of our colleagues from across the U.S. and Canada attended the 2007 Executive Leadership and Management Institute (ELMI) at Stanford University. ELMI Director William Pickens reported that the 8-day “total immersion” experience received the highest evaluation ranking in history. In a report he provided to the Board, he concluded that the smaller number of participants at this year’s ELMI contributed to a richer experience for each participant. Among the comments received from the participants were: “The single most valuable professional experience in my six years as dean;” “a ‘must have’ for all leaders of higher education.”

Immediately following the ELMI at Stanford University, the WACUBO Business Management Institute (BMI) at Santa Barbara was held on August 5-10 on the beautiful campus of the University of California, Santa Barbara (UCSB), where we had 305 participants from 20 states. This institute also received outstanding evaluations for its exceptional hospitality, excellent keynotes, and, of course, the sessions, and networking opportunities. Hats off to UCSB for providing the perfect setting for this year’s Business Management Institute. As always, BMI Director Monica Boulay was again applauded by both faculty and participants for the wonderful job she does in organizing this institute.

A warm *mahalo* to both ELMI Director Pickens and BMI Director Boulay for providing another outstanding institute experience for our members.

Coming up this fall

The Professional Development Committee (PDC) has planned an outstanding schedule of interesting workshops. From Accounting to Strategic Budgeting to Emergency Preparedness/Recovery Loss, you will have ample opportunities to enhance your knowledge and skills. Check our WACUBO web site at <http://www.wacubo.org/work.shtml> for a list of workshops coming up this fall.

LETTER FROM THE PRESIDENT CONTINUED

The best is yet to come

Indeed, the best is yet to come, as the planning committee for the second Winter Management & Leadership Institute has just announced an exciting schedule of excellent keynote speakers, presentations and sessions. Scheduled for January 18-22, 2008, at the Tucson Marriott University Park, the Winter Management & Leadership Institute will follow the same format as last year's with new topics and repeated sessions, which will be updated each year to remain fresh for returning participants.

AND, don't forget to mark your calendars for the WACUBO Annual Meeting scheduled for May 4-7, 2008, at the Sheraton Wild Horse Pass Resort in Chandler, Arizona. Based on the program theme of "Connecting Campus Cultures," your Program Committee, chaired by 2nd Vice President Dennis Klaus, is putting the finishing touches on a terrific program filled with interesting topics and dynamic speakers. Stay tuned for the next issue, when I'll have more information to share with you.

Pau hana time

It's been four hectic months since I took office as WACUBO President, and I've been flying in and out of Hawai'i to attend meetings and events nonstop. For now,

I'm going to hang up my wings and stay grounded for a while to soak in all that has happened in the first quarter of my tenure. When I reflect back on my summer experiences, I can smile with satisfaction knowing that I've expanded my 'ohana by "googoplex," all the while learning and expanding my knowledge in my profession. I applaud you all for YOUR involvement, participation and commitment to your profession, as I know first-hand the sacrifices that you make. Mahalo to all of you.

As the sun sets in Hawai'i, it's *pau hana* time.¹

Mahalo nui loa,

Michael Unebasami, WACUBO President
mune@hawaii.edu

1. The people in Hawai'i refer to the end of the workday as "*pau hana* time," when family and friends gather after work for fun and good times. Literally translated, *pau* means done, and *hana* means work.

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. 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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For change of address, use MY NACUBO (www.nacubo.org) or send changes to member.info@nacubo.org

Community College Committee Conducts Outreach Activities



The Committee is continuing its three-year plan to increase community college membership. Leveraging last years e-mails to all Chief Business Officers who were not WACUBO members, the focus for the next phase will be a two-year print campaign. The program is designed to raise awareness of the value in joining WACUBO. We are also seeking more participation in the WACUBO sponsored professional development activities. To that end, we will be mailing flyers once a quarter to all member and non-member Chief Business Officers in our region. The theme is founded in four major categories:

- Professional/Technical Expertise
- Collegial Networking
- Support Networking
- Staff Development

Outreach efforts are continuing in Washington with our continued planning to co-sponsor webinars with the Washington State Business Officers Council.

We are currently recruiting for new committee members. Targeted recruitment efforts in California, Wyoming, and New Mexico brought us our newest member, Cheryl A. Heath, Dean of Administration and Finance, Sheridan College, Sheridan, Wyoming.

When you have a passion for higher education...it shows!



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Kim Nunley
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2008 Annual Meeting in Phoenix



Start planning for the 2008 Annual Meeting! It's just months away, from May 4 - 8, 2008. This year's meeting will be held in Phoenix, Arizona at the beautiful Sheraton Wild Horse Pass Resort (www.wildhorsepassresort.com). The program promises to be thought-provoking and a great professional development opportunity. Plans for networking and recreational opportunities are well underway and include Sunday's golf tournament at the resort, the opening reception dinner, and closing banquet and dance. Reserve the time now to attend this year's annual meeting!



Exceptional Program Planned for Annual Conference

Mark your calendar for May 4th through the 7th and be ready to open your minds for “Connecting Campus Cultures” at WACUBO’s 70th Annual Meeting. This year’s meeting will be held in Phoenix, Arizona on the Gila River Reservation at the beautiful and enchanting Wild Horse Pass Resort.

The Program Committee has put together a unique, educational, inspirational, and thought provoking program, featuring keynote presentations by the first woman Principal Chief of the Cherokee Nation and powerful Native American Leader, Wilma Mankiller; noted psychiatrist, educator, author and healer Dr. Carl Hammerschlag; inspirational speaker Greg Bell; and leadership expert Laree Kiely. In addition there will be General Session addresses from Dr. Michael M. Crow, President of Arizona State University and Dr. David McClain, University of Hawaii System President.

Complementing the Keynote and General Session speakers will be sixteen concurrent sessions, including the always popular “Tales from the Front” presented by our own WACUBO members. Concurrent sessions will include topic of *Sustainability, Responding to Campus Violence, Emotional Intelligence, Immigration Issues, Customer Service, Accounting and Auditing Standards, Leadership, Ethics, Legal Issues, and IT Security and Disaster Recovery.*

Watch your mail and email for registration materials and a complete description of all of this year’s program and events.

A special thanks to all of the members of the Program Committee for their hard work and diligence.

Tales From the Front – Proposals, Where Are You?

BY MARTI ASH

Picture this — sharing a story regarding an exclusive success experience on or around your campus; *or* sharing something that happened at your institution that was beyond your control, which resulted in a valuable lesson learned; *or* do you have an inventive method you would like to share with your WACUBO colleagues?

The WACUBO Professional Development Committee (PDC) is calling for members to submit their “Tales From the Front” presentation proposals for consideration.

Your “Tale” will be considered for both publication in the WACUBO newsletter and for presentation at the 2008 WACUBO Annual Conference. Those selected for publication will receive a complimentary registration to one of our PDC workshops and those selected for presentation (up to two from an academic institution only) will receive a complimentary WACUBO Annual Conference registration for Phoenix.

The theme for this year’s conference is “Connecting Campus Cultures” and the topics are endless. They will include leadership, tax/regulations, technology/security, risk management, finance issues, organizational development and communication, private/public partnerships, or adventure/motivational stories.

Interested in submitting a proposal?

Please use the format below and email your proposal to Marti Ash (marti.ash@unlv.edu) by **Friday, November 9, 2007.**

REQUIRED FORMAT FOR ALL SUBMISSIONS:

Presenter’s name, title, institution, address, phone number and email address

One paragraph biography for each presenter

One page synopsis of the problem, solution, lessons learned. The synopsis should be 500 words or less, using MS Word. If selected for publication, we may ask you to edit your piece for space provided in the newsletter. Please state permission for WACUBO to publish your synopsis.

Outline of the content of your presentation (maximum two pages)

SELECTION CRITERIA FOR ALL SUBMISSIONS:

Relevance of the issue/problem

Organization of presentation

Clarity of expression

Originality of concept and approach

We look forward to hearing from you!

Phoenix Information Exchange Program



The Information Exchange Program at the Annual Meeting offers an opportunity for WACUBO's business partners to provide information to and interact with the membership. Through exhibits and sponsorships, our partners support WACUBO activities and present solutions to the myriad of challenges facing college and university administrators today. As partners, they are committed to providing quality advances for higher education.

We are ready to kick off our fall recruitment drive. Colleagues — if you have a business partner who could provide and gain value from participation, please let them know of these opportunities — or pass a contact name on to us! Past participants - if you have not made your commitment, be sure to contact us right away to reserve your space. New to WACUBO? The following letter outlines the opportunities offered to sponsors and exhibitors.

Dear Business Partner:

We are pleased to invite you to participate in the 2008 Annual Meeting of the Western Association of College and University Business Officers (WACUBO). The 2008 meeting will take place from May 4 – 7 in Phoenix, Arizona at the Sheraton Wild Horse Pass Resort & Spa. This exquisite resort, with its convenient meeting facilities, located in the Sonoran Desert is designed as an authentic representation of the Gila River Indian Community's heritage and culture, offering quiet serenity in a setting with echoes of ancient traditions. WACUBO's 70th Annual Meeting is certain to be enjoyable as you experience a western escape in an expanse of rugged Arizona landscape where the ancient vistas, mountains, and roaming wild horses remain untouched. Plan to extend your stay to enjoy the many recreational, educational and inspirational experiences you will discover.

Exhibitors and sponsors at the WACUBO annual meeting develop contacts with the higher education administrators who make and influence the business decisions on their campuses. These campuses encompass the western Canadian provinces, Mexico, other areas around the Pacific Rim and, of course, the western United States. You can expect to have an opportunity to meet more than 350 higher education administrators at the annual meeting.

Subscriber membership and sponsorship opportunities for professional development programs throughout the year are also available.

We are excited about plans for next year's program and encourage you to reserve space early to be able to join us in Phoenix. Please do not hesitate to contact one of us if you would like additional information or have questions regarding WACUBO's Business Partner program.

Sincerely,

Susan

Susan Geiss
sgeiss@covad.net

Linda

Linda Stewart
lstewart@mail.sdsu.edu

Pat

Patricia Oliver
poliver@sandiego.edu

WACUBO Professional Development Opportunities Abound

The Professional Development Committee met in Sacramento at the end of June to plan the professional development schedule through the fall 2008. Our plans are based on a variety of concerns including general membership ideas, feedback from the curriculum development project and ideas from the constituent group of WACUBO. The schedule for fall 2007 has been settled and we are still working on the spring 2008 and fall 2008 schedules, which are very much in draft form.

Professional development opportunities are ever increasing. The details of the annual meeting, professional development workshops, and three institutes are in other articles in this newsletter.

We have our annual call for proposals to participate in the Tales From The Front program at the annual meeting in Phoenix in May 2008. The proposal deadline is November 9, 2007. Those selected are given free conference registration for the annual meeting (limited to two per presentation).

I would like to thank the creative and hard working team serving WACUBO on the Professional Development Committee. We have Marti Ash from University of Nevada, Las Vegas; Monica Boulay, WACUBO Business Management Institute and Winter Management and Leadership Institute; Kim Kvaal, University of San Francisco; Mark Lane, Leeward Community College (HI); Kathryn Longfellow, Tacoma Community College; Neil Markley, Sonoma State University; Carina Celesia Moore, University of California, Davis; Jess Miller, Umpqua Community College (OR); Glory Novak, University of Arizona; William Pickens, WACUBO Executive Leadership & Management Institute; Jeff Riddell, Cornish College of the Arts (WA); Cynthia Teniente-Matson, California State University, Fresno; Lynn Valenter, Washington State University, Vancouver; Bob Wisner, LDS Business College (UT); and Lyrae Williams, Colorado College. This group is working extremely hard to provide you the best possible workshops.

—DAN MORRIS, COLLEGE OF SOUTHERN NEVADA, CHAIR

Fall 2007

Meaningful Measures Using the Balanced Scorecard– November 15, San Diego

Strategic Planning– December 3-4, Sacramento

Spring 2008

Academic/Unit Business Officers– February 2008, Oregon

Emergency Preparedness/Recovery– February 2008, Los Angeles

Introductory & Intermediate Accounting– March 2008, Albuquerque

Fall 2008 (TENTATIVE)

Generating Revenue– September 2008, San Diego

Introductory & Intermediate Accounting– October 2008, Las Vegas

Project Management– October 2008, Seattle

The Executive Leadership & Management Institute at Stanford

DR. WILLIAM PICKENS, DIRECTOR

Sponsored by WACUBO

Held July 26 through August 4, 2007

This Institute is a “total immersion” experience designed to increase the skills and understandings essential to success in leadership and management positions in higher education. The format and limits on class size allow everyone to get to know each other well and the faculty in ways that are not possible elsewhere.

The 2007 ELMI attracted a wide range of participants. Geographically, people came from seven states and Canada. Professionally, participants ranged from a Dean of a School of Social Sciences to a Director of Campus Information Systems; from an Assistant Vice Chancellor for Government and Community Relations to the Director of a major research effort in Urban Horticulture; from a Director of Accounting Services to an Associate Vice Chancellor for Business Services; from a

Director of International Education to a campus Police Chief; from a business manager of a brand new campus to the Director of Physical Plant at a large urban university; and from a Chief Human Resources Officer to the Director of the Robert Mondavi Institute

The next Executive Leadership and Management Institute has been scheduled for **August 1-8, 2008 at Stanford University**. For more information about the ELMI, contact:

Dr. William Pickens
(858) 278-1764
whpickens@aol.com
and view the Institute’s portion of the website, www.wacubo.org

The 2007 session, however, is best described by the participants themselves in their written evaluations:

“The single most valuable professional experience in my six years as a dean.”

“An outstanding opportunity for developing leadership skills in higher education.”

“A life changing experience. Absolutely incredible. I will never be the same.”

“From the quality of the faculty and participants to the flawless logistics, this Institute exceeded my expectations. Deans and other academic leaders should seriously consider this institute. It will change your view of your institution and your career.”

“A ‘must have’ for all leaders of higher education.”

“Met and exceeded all my expectations.”

“Truly, a life changing and career changing experience. A must for any leader who wants to get to the next level. The most amazing experience of my professional career hands down.”

“Eye-opening experience. Powerfully effective at exposing leadership strengths and weaknesses.”

“A week of learning in an incredibly productive environment.”

“Challenging, yet inspirational. After one week you will uncover new openings and possibilities, both personally and professionally.”

“Extremely practical advice on the critical issues of high level leaders in colleges and universities and the skills we should have learned by now.”

Spotlight on One ELMI Class in 2007:

Balancing Life and Career: A Roundtable Discussion

Offered annually, this morning session dealt with administrators' challenges in being successful professionally and having a satisfying personal life. WACUBO President Michael Unebasami provided a springboard to the discussion by describing the important turning points in his life, dealing especially well with the enduring effects of culture and values on personal choices and professional style. The group was then divided into those who believed they had balanced work and personal life well, and those who believed they had not. After a discussion within these groups, each participant had the opportunity to provide insights by describing the most important events in trying to achieve this balance. Mentoring as a major ingredient for success, professionally and personally, received several comments. The candor and connections in this important discussion made the session among the most memorable of ELMI 2007.



ELMI STANFORD 2007

Executive Leadership and Management Institute 2007 Participants, left to right

Dan Beck, St. Edward's University

Daryn Ockey, California State University, Sacramento

Andy Lamb, University of California, Davis

Robert Adamoski, Kwantlen University College

Jeff Lefkoff, University of California, Davis

Bill Pickens, ELMI Director

Dave Fujino, University of California, Davis

Steve Martinez, California State University, Fresno

Nancy Freelander-Paice, Chancellor's Office,
California State University

Pamela Sanchez, Arizona State University,
Downtown Phoenix Campus

Sheila Lacey, Arizona State University

Enci Naghshineh, University of California, Riverside

Angela Tao, Kwantlen University College

Marjorie Dickinson, University of California, Davis

Jim Pulliam, Salt Lake Community College

Gina Lombardo, California State University, Sacramento

Susan Mann, University of California, Irvine

Penny White, University of California, Irvine

Kendal Chaney-Buttleman, California State University,
Sacramento

Clare Hasler, University of California, Davis

Sara Quinn, California State University, San Marcos

Beatrice Pires, Kwantlen University College

John Cummins, ELMI Faculty

John Briar, California State University, Fresno

David Huerta, California State University, Fresno

Robert Glass, Long Island University

Willem van der Pol, California State University, Fullerton

Jim Huckestein, Linn-Benton Community College

Myron Dosch, University of Alaska



Sellout Expected for Winter Management and Leadership Institute

January 18-22, 2008

The second **WACUBO Winter Management and Leadership Institute** will be held January 18-22, 2008, in Tucson, Arizona at the Tucson Marriott University Park. Meet new colleagues and connect with other higher education professionals during five days of interactive sessions and professional development.

If you've always wanted to attend WACUBO's Summer Institutes, but can't get away from campus during that busy time, then the WMLI may be the ideal program for you. Designed by WACUBO's Small Institutions Committee, this Institute will offer the same high quality, intensive experience as WACUBO's two Summer Institutes, but at a more convenient time for you. Originally envisioned as a program for business officers, senior staff, directors and managers from **small institutions** who desire an Institute experience with higher education colleagues, the scope has expanded to include individuals from **community colleges and academic departments** in large institutions who have broad responsibilities and limited staff; i.e., for those who wear many hats.

To minimize your time away from the office, the program will begin on Friday and finish on Tuesday, over Martin Luther King weekend. Sessions will incorporate group interaction and networking opportunities, offering timely topics, nationally known faculty, and valuable time to discuss management and leadership challenges with colleagues.

Mernoy Harrison, vice president and executive vice provost of Arizona State University Downtown Phoenix campus, has been invited to present the keynote address. Institute topics and issues will include leadership and campus culture by

Jairy Hunter, president of Charleston Southern University, as well as a day of interactive strategic planning with small group work. Beverly Ledbetter, general counsel of Brown University, will explore higher education legal issues. Rick Schlegel of United Educators will discuss risk management issues, focusing on avoiding litigation landmines. Allison Vaillancourt, associate vice president of human resources at the University of Arizona, will present techniques and tools to assist in making difficult decisions.

A session on capital financial issues and challenges for small institutions will be led by Jeanne DeMatteo, director of finance and controller, and Peter A. Michell, vice president for finance, both from St. Mary's College of California. Also participating will be Andrew McKendrick of PFM Asset Management LLC. Bill Everhart, senior vice president for finance and administration at Claremont Graduate University, will discuss endowment management. Stacy Pearson, vice president for finance and administration at Boise State University will present a session on internal controls.

Sean Joyce of Omega Consultants to Management will lead a dynamic session on creative problem solving and another on conflict management and dealing with difficult people. Sustainability on campus will be covered by Jan McAdams, director of the McAdams Group. She will discuss the ABCs of sustainability, human productivity aspects and financing green buildings. Janina Latack of Career Consulting and Effectiveness Coaching will provide techniques for successful coaching. Current campus challenges, financial risk assessment and accounting changes will also be covered. In addition to interactive presentations, participants will engage in small group work, case study and brainstorming.

On Friday evening, participants end the day of classes with a welcome reception and dinner. On Saturday and Sunday evenings participants are free to form their own dinner groups to sample the local cuisine. Monday will feature a reception, Mexican fiesta dinner and entertainment to be held on the University of Arizona campus, about 6 blocks from the hotel.

Watch the website at www.wacubo.org for more details about the Winter Management and Leadership Institute in the coming weeks. For questions contact Monica Boulay, director, at EduSpeak@aol.com or 520-298-8680.



WACUBO Business Management Institute a Huge Success



The 51st Annual WACUBO Business Management Institute was held August 5-10, 2007, on the beautiful campus of the University of California, Santa Barbara. Attendees numbered 305 participants who came from 20 states. Attendees gave the four-year Institute and Continuous Learning programs outstanding evaluations, and praised our hosts at the University of California,

WACUBO president Michael Unebasami addressed participants on Thursday night and encouraged them to meet new colleagues, to become involved in WACUBO activities and committee work, and to continue to learn by returning to BMI next year.

The Institute offered a week of invigorating professional development with plenty of opportunities for networking and socializing during evening special events.

In the dynamic keynote address, *Outrageous Success: A Journey from the Inside Out*, Barbara Riley kicked off the week with a motivating and humorous presentation.

The **Continuous Learning** track featured the 7Chambers of personal exploration--connecting head, heart and spirit. The program ran Sunday afternoon, Monday until 3:00 p.m., and Tuesday until noon, allowing participants to take electives on Monday and Tuesday afternoons.

In **Years One and Two**, the morning core courses formed the basis of knowledge necessary for advancement and leadership in higher education administration. Elective courses offered in the afternoons enabled students to customize their professional development with courses of interest, updates and specific skills that are essential to effective performance.

The **Year Three program** provided opportunities for discussion and learning through student prepared and presented case studies. Participants worked in small groups to explore responses to common challenges administrators face today. Each student also wrote a brief case study in advance, either on a current unique campus situation, or about circumstances often encountered in higher education.

Year Four offered a conference format with the theme of *Leadership Challenges in a Changing Environment* and it focused on those skills, actions and tools necessary to influence and provide leadership to thrive in this constantly changing world of global competition. The program wrapped up with a major issues panel discussion, in which participants identified the topics and issues to discuss.

We look forward to seeing participants return in 2008 for the 52nd BMI, scheduled for August 3-8.

For information contact Monica Boulay, director, at EduSpeak@aol.com or (520) 298-8680.



WACUBO Calendar

FALL ISSUE 2007

November 4-6	SACUBO Annual Meeting	White Sulpher Springs, WV
November 15, 2007	WACUBO Professional Development—Meaningful Measures Using the Balances Scorecard	San Diego, CA
December 3-4	WACUBO Professional Development—Strategic Budgeting	Sacramento, CA
January 18-22, 2008	WACUBO Winter Management & Leadership Institute	Tucson, AZ
February 2008 *	WACUBO Professional Development—Academic and Unit Business Officers Program	Oregon
February 2008 *	WACUBO Professional Development—Emergency Preparedness and Recovery	Los Angeles, CA
March 2008 *	WACUBO Professional Development—Fundamental College and University Accounting	Albuquerque, NM
March 2008 *	WACUBO Professional Development—Intermediate College and University Accounting	Albuquerque, NM
May 4-7, 2008	WACUBO Annual Meeting	Phoenix AZ
July 12-15, 2008	NACUBO Annual Meeting	Chicago, IL

*Actual dates have not yet been determined

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