

WACUBO

THE WESTERN ASSOCIATION OF COLLEGE AND UNIVERSITY BUSINESS OFFICERS

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FALL 2008 ISSUE 62

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Cynthia Teniente-Matson

WACUBO Word of the Day— *Woebegone*

CYNTHIA TENIENTE-MATSON, WACUBO PRESIDENT

Woebegone: Being in a sorry condition; dismal-looking, dilapidated, run-down. It seems like a fitting way to describe the campus mood caused by the crisis in our economy and financial markets. The current fiscal dysfunction facing the US economic market has a critical impact on the higher education sector. The economic consequences of large financial giants falling into bankruptcy causing a market near-collapse; along with the proposed government backed solutions have heightened consumer lack of confidence causing uncertainty in our campus organizational climate. As business officers each of our campuses are impacted by the ripple effect facing all sectors of our operations. In the coming days business officers will move through the woebegone phase, caused by the unprecedented financial failures and the government bail-out package, and move into the 'make it happen' resilient phase that is commonplace in higher education. The WACUBO Board of Directors are disciplined about ensuring that the portfolio of professional development and learning opportunities provide value to you and your institution and to the higher education sector.

The fall term brings a new freshmen class inspiring us all to welcome our future leaders and assist them in making a transition to a successful college experience. Our new school year rituals include taking great pride in ensuring our campuses are prepared for the utmost care and nurturing of all students and the broader campus community. I take the start of the school year to reflect on what I can do differently to be an effective campus citizen. Over the summer I participated in the WACUBO Executive Leadership and Management Institute (ELMI) held at Stanford. It was a residential-immersion program that reminded me, akin to the lessons we impart to students, that learning is an interactive experience that requires the self-motivation to refocus on what's important at this stage of your personal or professional development. Setting goals for your development is an important factor in identifying the skills that you need to create career opportunities. A self-evaluation of the external factors facing your workplace is an important self-assessment to ensure your experiential setting is preparing you for the changing market conditions and current trends



CONTINUED ON PAGE 2

LETTER FROM THE PRESIDENT (CONT'D)

in higher education. These historic economic and political challenges that will influence our administrative operations, create a timely opportunity to reflect on our preparedness for the future of higher education. Ask yourself, “Do I have the skills necessary to perform my job in this time of change?”

Under the leadership of Dan Morris, the WACUBO Professional Development Committee is focused on relevant workshop offerings and curriculum that deal with current topics. The committee has many course offerings that I encourage you to consider attending. I am always interested in topics that the membership finds valuable, please send any suggestions to the Professional Development Committee. Coming up in January, the Winter Management and Leadership Institute (WMLI). This signature program is an important complimentary program to the summer institutes. The course offerings are relevant and the presenters are dynamic speakers and experts in their respective teachings. In October, WACUBO will host a professional development experience exclusively for ELMI. Lastly, as you will find the plans for the annual meeting are well underway to be hosted in beautiful Salt Lake City.

The WACUBO Board of Directors, like our institutions, is also focused on continuous improvement in our business

operations. At our September board meeting we reviewed the implementation plans to update the enterprise and accounting system to better support registering for WACUBO events. Our plans are for the pilot-project to enhance the WLMI registration and payment process. This is a strategic collaboration with Avectra NetForum and NACUBO to enhance our communications and marketing with the WACUBO members. More information will be coming forth throughout the year. Additionally WACUBO has just adopted policy and guidelines for the implementation of a scholarship program that will be open for the 3 levels of constituent groups that we serve: community colleges, small institutions and comprehensive and doctoral programs. Watch for future mailings with details for applying for a scholarship towards the registration fee of any WACUBO professional development offering. As you consider the changing world that we work in, don't forego the care and feeding of your professional and personal growth. I hope to see you at a WACUBO event this fall or winter. If you're debating the cost of participation in a tight budget year, remind yourself that our campuses don't get better by chance; they get better by investing resources—do the same for yourself by investing in your development.

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 tgaffery@csufresno.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 2008 by the Western Association of College and University Business Officers, unless otherwise indicated.

CHANGE OF ADDRESS

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

TOM GAFFERY



I would like to introduce myself as WACUBO's newsletter editor. I hope you liked the new look of our front page! Over the coming issues, more exciting visual changes will start to happen. In addition, new and expanded content concepts will be unveiled. If you have an idea for a story, comments about something you read, or any other feedback, please contact me at tgaffery@csufresno.edu.

Tales from the Front 2009 —

Call for Presentations: “Navigating the Cross Roads of Change”

Picture this – sharing a story regarding an exclusive success experience on or around your campus; or something happened at your institution that was beyond your control, which caused a valuable lesson to be 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 WACUBO college and university members to submit their “Tales from the Front.”

We are in need of your expertise, so please take this opportunity to submit your presentation proposal for consideration by the WACUBO Professional Development Committee. Your “Tale” will be considered for presentation at the 2009 WACUBO Annual meeting or for publication in the WACUBO newsletter. Those selected for publication in the WACUBO newsletter will be honored by having their name and ideas in print, and will also receive a complimentary registration to one of our PDC workshops.

Five of these tales will become conference breakout sessions in Salt Lake City. Presenters will receive up to two complimentary WACUBO annual meeting registrations.

The topics are endless for this year’s conference, whose theme is: “Navigating the Cross Roads of Change.” From leadership, to risk management, finance issues, technology or organizational development—the opportunities are endless! Remember, we learn from each other and what better way to share real life experiences with your colleagues.

INTERESTED IN SUBMITTING A PROPOSAL?

Please use the format below and email your proposal to Marti Ash (marti.ash@unlv.edu) by **October 31, 2008**.

REQUIRED FORMAT FOR ALL SUBMISSIONS:

- Presenter’s name, title, WACUBO member institution, address, phone number and email address.
- One paragraph biography for each presenter.
- One page synopsis of the problem, solution, lesson(s) learned and a statement of how this will benefit your colleagues. The synopsis should be 500 words or less, using Microsoft Word. If selected for publication, we may ask you to edit your piece for space provided in the WACUBO newsletter. Please state permission for WACUBO to publish your synopsis.
- Outline of the content of your presentation (maximum two pages).

CRITERIA FOR ALL SUBMISSIONS:

When reviewing the proposals, the Professional Development Committee will search for the following:

- Relevance of the issue/problem
- Organization of presentation
- Clarity of expression
- Originality of concept and approach

If you have any questions regarding presentations and articles for publication in WACUBO’s newsletter, please contact Marti Ash, Special Assistant to the Vice President, University of Nevada, Las Vegas, (marti.ash@unlv.edu).

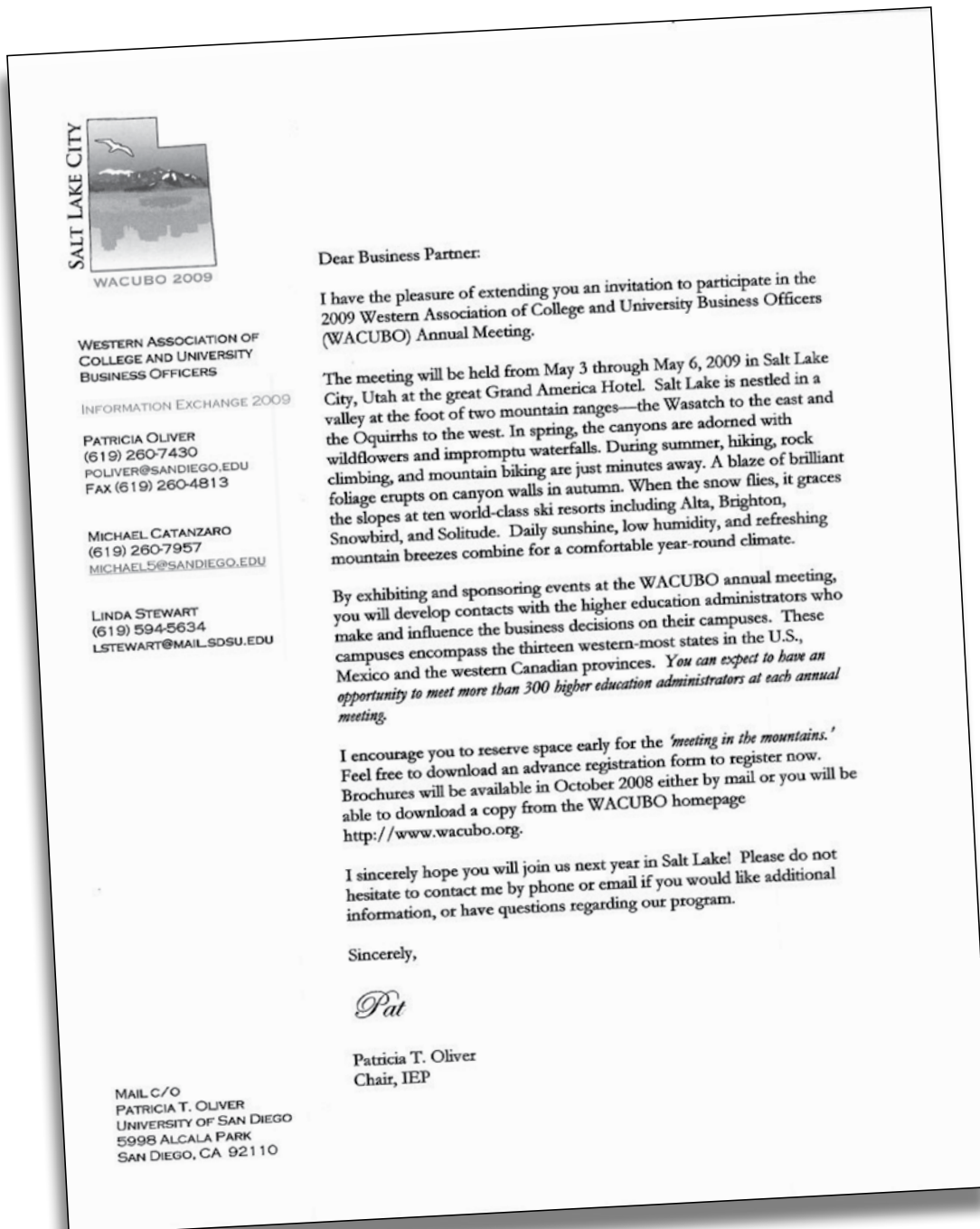


**Tales From The Front
Presenters Get Free
Annual Meeting Registration**

Salt Lake City 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.



WACUBO Winter Management and Leadership Institute

BY MONICA BOULAY

Come Join us for WMLI in Tucson

Planning for the third WACUBO Winter Management and Leadership Institute is nearly complete! Join us January 16 – 20, 2009, in Tucson, Arizona at the Tucson Marriott University Park. The WMLI is designed for those who:

- have always wanted to, but have never been able to attend WACUBO's Summer Institutes;
- desire professional development in an Institute setting, with higher education colleagues;
- don't want to leave the office for a full week;
- look forward to four days of interactive sessions, professional development and the opportunity to meet new colleagues and connect with other higher education professionals.

The WMLI was designed by WACUBO's Small Institutions Committee, and will offer the same high quality, intensive experience as the Summer Institutes, but at a more convenient time for you. Originally the WMLI was envisioned as a program for business officers, senior staff, directors and managers from small institutions who cannot get away in the summer, but who seek 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—for those who "wear many hats." In its first two years, the WMLI has drawn participants from all sizes and types of institutions.

The program will commence on Friday and conclude on Tuesday to minimize your time away from the office. Sessions will maximize group interaction and networking opportunities, offering timely topics, nationally known faculty, and valuable time to discuss management and leadership challenges with colleagues.

FRIDAY

Registration begins at 11:30, with the opening welcome from Chris McAlary, Small Institutions Committee chair. The first session will be an *Economic Outlook* presented by Professor Gerald J. Swanson, Thomas R. Brown Chair in Economic Education at the University of Arizona's Eller College of Management. Damian Chapman, fiscal officer at UC Davis, Jeanne DeMatteo, director of finance at St. Mary's College of California and Lyrae Williams, director of budget at Colorado College will present a new session on *Internal Recharges* and lead a discussion on some of the best practices. Next will be a session by Jairy Hunter, president of Charleston Southern University, *Leadership, Leadership Style and Campus Culture*. After a reception and dinner, George Pernsteiner, chancellor of Oregon University System, will present the keynote address on the state of higher education in the United States.

SATURDAY

Saturday begins with an overview of *Strategic Planning and Budgeting* by Jairy Hunter, followed by small group work in which participants will create a strategic plan. Several of the groups will present their plans at the conclusion of the session. This interactive day day finishes with a lively session on *Creative Problem Solving and Communication Techniques* by Sean Joyce, president of Omega Consultants to Management.

Dinner on Saturday and Sunday is on your own to try some of the wonderful local Mexican and Southwestern cuisine, or opt for any of the fine restaurants offering a variety of tastes to satisfy your curiosity or traditional desires.

SUNDAY

After a free morning, the program will resume at 12:45 p.m. Beverly Ledbetter, vice president and general counsel at Brown University, will discuss *Higher Education Law and Legal Issues*.

Nate Johnson, chief of police and senior director for police and parking services at Sonoma State University, will present *Emergency Preparedness*. The day concludes with a dynamic session on *Managing Conflict and Difficult People* by Sean Joyce.

MONDAY

We'll begin the day with a session on *Getting the Right Results with the Right Words* led by Allison Vaillancourt, vice president of human resources at the University of Arizona. In this interactive session, she'll provide practical tips for effectively communicating your written message.

Next will be a session on *360 Degree Evaluations—Using Surveys and Profiles* by Sean Joyce. Rick Schlegel, associate general counsel at United Educators, will present *Reducing Risk in Employee Terminations*, and the day's last topic will be an *Accounting Update* by Mark McGurk, controller at the University of Arizona. We'll have a reception and dinner on Monday evening.

TUESDAY

The first session will be *Coaching that Turns Potential into Performance*, a vibrant topic by Janina L. Latack, career consultant and effectiveness coach. Next, Allison Vaillancourt will present *Can You Hear Me Now? How to Talk So Your Boss Will Listen* and give many tips for better verbal communication. The WMLI will wrap up with a major issues and Q&A discussion.

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



W A C U B O

2008 Business Management Institute a Huge Success

The 52nd Annual WACUBO Business Management Institute was held August 3-8, 2008, on the beautiful campus of the University of California, Santa Barbara. Our 295 attendees from 20 states gave the four-year Institute and Continuous Learning programs outstanding evaluations, and praised our hosts at the University of California, Santa Barbara for service and catering. Everyone enjoyed the usual lovely weather and perfect UCSB setting.

The Institute offered a week of invigorating professional development with plenty of opportunities for networking and socializing during evening special events, including an ice cream party on Monday with the popular pub night featuring karaoke. There was no shortage of talent on display!

In the dynamic keynote address, State of Higher Education in the U.S.—Dave's View, Dave Frohnmayer, president of the University of Oregon, started the week with a thought-provoking presentation. He recounted the many challenges facing higher education, including tough economic times, the changing political scene, the numerous stakeholders and their priorities, and the new student demographics.

The four-year progressive curriculum with electives, case studies and group discussions was met with rave reviews.

We look forward to seeing participants return in 2009 for the 53rd BMI, scheduled for August 2-7. For information, contact Monica Boulay, Institute director, at EduSpeak@aol.com or 520.298.8680.

“One of my most enlightening experiences.”

“I enjoyed the speakers...especially Sean Joyce who was very entertaining.”

“The second year was even better than the first, and I was able to reestablish the connections I made last year. I also found the classes to be even more educational. I was also able to strengthen ties with my own University peers.”



SAVE THE DATE

WACUBO BMI

Aug 2-7, 2009

Santa Barbara, CA

Annual Meeting 2009 Higher Education at a Crossroads

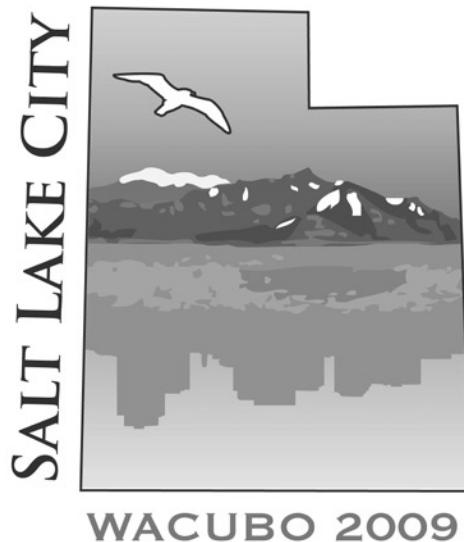
CHARLES INGRAM, PROGRAM COMMITTEE CHAIR

On behalf of the 2009 Program Committee, it is my pleasure to invite you to WACUBO's 71st Annual Meeting in Salt Lake City. The theme for our 2009 meeting is *"Higher Education at a Crossroads: Regaining Perspective,"* which focuses on overcoming the many changes and challenges that we in higher education face, both in our personal and professional lives.

To help prepare us for the issues that we need to address, the Program Committee has planned a well-rounded mix of technical and personal skills and topics that will be available throughout the entire conference. We have been working hard to prepare a schedule packed with a variety of sessions that include hearing what Institutional presidents want, Ethics, Fraud, Sustainability, Diversity, and the Economy. With our keynote, four general, and sixteen concurrent sessions, you will be sure to find many options that match both your interests and institutional needs.

This year's annual meeting will provide us with the opportunity to regain our perspective and to hear from speakers that will re-energize us, provide us with valuable insights, and share professional information that we can utilize for

both ourselves and our institutions. Be sure that you mark your calendar for May 4 - 6, 2009 so that you do not miss out on these valuable sessions, the opportunities to network, and the chance to relax and enjoy beautiful Salt Lake City.



Welcome to Salt Lake City

JEFFREY WEST, HOST COMMITTEE CHAIR

The Host Committee for our Salt Lake City 2009 annual meeting met in Salt Lake on September 11, 2008. The Committee is working hard to ensure a wonderful experience both at the hotel, and throughout the beautiful city of Salt Lake. Our Committee members represent many of the colleges and universities located here along the Wasatch Front, and we are excited to have you as guests to our Capital City and the State we all call "home". The venue for our meeting will be the amazing Grand America Hotel – a 24 story luxury hotel in downtown Salt Lake City, considered by the industry as the Best Hotel in Utah. Feel free to check out their website at www.grandamerica.com.

A short 15 minute trip from the airport, the hotel offers fine dining and spacious rooms, along with wonderful conference and meeting rooms, and many other amenities. As you make plans to attend next May 3-6, please consider coming early and staying late, so you have a chance to enjoy all that the city itself has to offer. You'll also want to spend time visiting the nearby towns and surrounding mountains, enjoying the natural beauty of the State and the friendliness of the people that makes this place famous throughout the world.

As a preview of our annual meeting, there are many exciting activities planned for Sunday. The golfing enthusiasts will start the day early at

Thanksgiving Point golf course – a 200 acre course recently named the number one public golf club in Utah by "Golf Digest" magazine. The music enthusiast can enjoy the weekly broadcast of the Mormon Tabernacle Choir—only minutes away from the hotel. Their weekly performance is known worldwide as "Music and the Spoken Word." After various afternoon welcoming events at the hotel, our formal opening event will take place outdoors in Park City at a venue used for the 2002 Winter Olympics. Please make plans now to join us at our next WACUBO Annual Meeting!

Taking Charge in Times of Change

BY: ALLISON M. VAILLANCOURT, PH.D., VICE PRESIDENT, HUMAN RESOURCES, THE UNIVERSITY OF ARIZONA



Reorganization plans. A new manager. Declining resources. An enterprise replacement project. A building move. While some people see opportunity in the face of change, many people experience anxiety – and that’s perfectly normal.

The difference between people who thrive during times of organizational change and

those who feel oppressed by it often comes down to self awareness and preparation. So what can we do to successfully weather change?

ACKNOWLEDGE OUR REACTIONS

When facing unexpected change, people often move through an emotional spectrum analogous to the grieving process. The first reaction is denial, which is followed by anger, bargaining, depression and (if all goes well) acceptance. Appreciating that there is nothing unusual about these transitions can help us move through them.

UNDERSTAND OUR COMFORT WITH CHANGE

Some people actively avoid change, while others get bored without it. Most people are somewhere in the middle. Change champions embrace change and can be essential in driving transformation. On the downside, their exuberance can sometimes be a turnoff and lead them to lose their colleagues’ confidence. Skeptics express suspicion about the necessity of change and often require data to get on board. Change resisters come in many flavors including passive resisters who quietly put up road blocks, naysayers who openly sabotage change initiatives and the people leading them, and victims who wallow in self pity and do everything possible to make those interested in change feel guilty for not fighting it.

CLARIFY FACTORS PROMPTING RESISTANCE

When we understand the factors leading to our resistance, we are better positioned to deal with them. Our self examination can be facilitated by exploring our responses to questions such as: “What makes me uncomfortable?” “What do I stand to lose?” “What do I stand to gain?” “How might my status be changed?” “What scares me most?” “What are my potential options?”

CREATE OPPORTUNITIES TO INCREASE RESILIANCE

It’s curious that some people seem to land on their feet when faced with change, while others seem to roll around in the muck. Those who do best have several things in common:

1) They are easy to be around and act like survivors

Let’s face it; people like to spend time with winners not whiners. Flexible, agreeable and optimistic people tend to survive transitions better than their more rigid and pessimistic counterparts. Research has shown that during difficult times, people who are easy to be around tend to fare better than those who are more competent, but less genial.

2) They are well-connected and tuned in to their environment

Because they read a lot and know a wide variety of people, resilient individuals tend to get early warnings about pending change and are therefore prepared to shape it. They are also able to use information and established contacts to create new opportunities.

3) They are prepared

An updated resume, a solid reputation, good friends, supportive colleagues, and a little money in the bank create a sense of confidence and calm.

4) They have valuable talents and are constantly acquiring more

Unusual or highly honed skills and abilities serve to differentiate them and increase their marketability and appeal to others. While no one is indispensable, some people are more valuable than others.

5) They don’t apologize for putting themselves first

Resilient people commit to eating well, exercising, sleeping, downtime, socializing with others and having fun to recharge.

6) They diversify

Resilient people are interesting people who engage in diverse activities with diverse people. They set personal goals so that if one sphere of their life is not going well, they can excel in another.

Taking charge in times in times of change is possible when we know who we are, what we value and who values us. While managing change is not something that comes naturally to most people, framing change as an opportunity to be exploited rather than a force to be weathered reduces our sense of imposition and increases our sense of hope.

Executive Leadership and Management Institute Earns Rave Reviews

BY WILLIAM PICKENS

The Institute consisted of a seven day, “total immersion” experience designed to develop and enhance the skills essential to success in higher education administration. Its goals were to increase the self-awareness of administrators as leaders, to improve skills in strategic thinking and effective action, and to establish an enduring network of support and a commitment to continuing professional education.

The ELMI uses multiple formats for its learning situations from lectures, demonstrations, round-table discussions, and case studies, to small group projects, and one-on-one executive coaching to provide customized professional development.

The 2008 session is best described by the participants:

“The Institute is the best professional development event I have experienced. It far exceeded my very high expectations.”

“It was everything I had heard about. It was a pleasure and an honor to be here.”

“This experience has changed my life completely. It reinforced my goals in higher ed. The workshop touched on all situation challenges I experience in my position.”

“I’ve come away with affirmed direction and concrete short- and long-term goals.”

“Rich diversity of experiences due to the mix of vocations. Broad spectrum of experience and length of service.”

“ELMI was a great opportunity for me to both find that I was stuck in my job and then to figure out how to get un-stuck, and remember it’s more about the career possibilities than the job.”

“Variety and breadth of topics and presenters, as well as participants, contribute to the success of the Institute.”

“This institute will fundamentally recalibrate the way you look at your institution of higher education and the colleagues who work with you.”



Executive Leadership & Management Institute 2008

First Row (bottom):

Ann Gibbs, San Diego State University; Deborah Faust, University of Denver; Marion Randall, UC Davis; Kem Gravenberg, Sacramento State University; Viridiana Diaz, Sacramento State University; Catherine Dube, Kwantlen Polytechnic University; Tonya Haas, University of Colorado at Boulder

Second Row:

Cynthia Matson, Fresno State; Denise Laussade, Purdue University; Karen Mitchell, University of Maryland; Mozelle Orton, Salt Lake Community College; Christine Schmidt, UC Davis; Kara Perkins, CSU Chancellor's Office;

Third Row:

Marvin Dodge, Snow College; Michelle Witt, Stanford University; Teresa Bales, Arizona State University; Abbi Stone, Sacramento State University; Franz Lozano, San Francisco State University; Kim Kvall, University of San Diego; Karen Kissel, Governor's State University; Rohit Ahuja, Cornell University; Keith Foster, Grays Harbor College;

Fourth Row:

David McGee, UC Davis; Kelly McCullar, Texas Woman's University; Rob Corcoran, Washington State University; Ardie Dehghani, UC Davis; Bill Pickens, ELMI Director; Jared Bleak, ELMI faculty member; Cheryl Ast, UC Irvine; Rich Cota, UC San Diego;

Fifth Row

Karim Zahedi, UC Riverside; Steve Gednalske, Chancellor's Office, Minnesota State College and Universities; Tony Lucas, Sacramento State University; Norman Endlich, National Geospatial-Intelligence College; Natalya Brown, Umpqua Community College; Tyrone Brooks, University of Idaho; Jim Hay, UC Irvine; Tom Gibson, Montana University System.

Campus Safety & Security Project

BY JIM HYATT / JYATT@NACUBO.ORG

Historically colleges and universities have thought of campus safety and security in the context of crimes against individuals or property. In fact, the Clery Act requires campuses annually to provide statistics on campus crime.

In recent years, safety and security efforts on campus have grown to include random violent actions by individuals as well organized actions by political and social activist groups that represent threats to our human, physical, and cyber assets. These have included targeted actions, such as bomb threats, and threats of physical violence against campus research facilities, individual faculty and administrators. Additionally, the impact of natural disasters, such as hurricanes, fires, and tornadoes; and cyber incidents have necessitated the need for comprehensive emergency preparedness planning. Thus, an all-hazards approach is necessary.

Recent reports investigating the April 16, 2007 shootings at Virginia Tech have called for colleges and universities to rethink how to deal with campus safety and security issues. Specifically, how can the different parts of the academy work together to mitigate future threats to campus safety and security and address the safety and security needs of students, faculty and staff? What vulnerabilities exist that must be addressed by an enterprise risk management program?

The focus of the Campus Safety and Security project is to develop a process for developing comprehensive emergency management plans to deal with all hazards that address the four phases of emergency management: prevent/mitigate, preparedness, response, and recovery. The resulting plans would recognize the need to balance campus safety and security concerns within an environment of openness and freedom of expression that are essential characteristics of the higher education community.

AREAS OF STUDY AND PROJECT METHODOLOGY

The Campus Safety and Security project focuses on five major areas:

Campus safety and security including cyber, human, and physical assets.

Methods for facilitating the interactions between academic, student service and administrative areas in identifying potential threats and vulnerabilities that address the needs of troubled members of the university community.

Use of threat mitigation strategies and vulnerability remediation to address potential security risks.

Development of a self assessment instrument for evaluating campus readiness to deal with campus safety and security issues.

Integration of all-hazards into existing campus emergency preparedness plans.

To examine the areas outlined above the project would employ five approaches to collect relevant information:

Review of relevant literature including: internal reports by colleges and universities; studies commissioned by state legislatures; studies conducted by the federal government and other material of interest.

A survey sent to all NACUBO primary representatives in late August that identifies the current state of campus safety and security and emergency preparedness.

Preparation of a self assessment instrument that would allow all higher education institutions to review their current security processes and identify strengths and weaknesses in the areas of public safety, physical security, cyber security, emergency preparedness, threat assessment, and vulnerability remediation. The self assessment tool would be piloted as part of the site visit phase of the project.

Site visits to various college campuses from urban to rural; large research institutions to small institutions and community colleges; public and private institutions. Site teams would bring perspectives from a variety of areas including campus police and public safety, legal affairs, student services, academic affairs, information technology and university relations.

A national Symposium that would bring together campus representatives and experts in the areas of campus safety and security, homeland security, emergency communications, legal affairs, student counseling, and health services, academic affairs and campus operations.

WACUBO Professional Development: *“There’s Something for Everyone”*

BY DAN MORRIS, PROFESSIONAL DEVELOPMENT COMMITTEE CHAIR

The Professional Development Committee met in San Francisco in June 2008 to coordinate, plan and agree on the professional development program schedule through fall 2008. The outcome was positive and productive. As well, the workshops scheduled for 2009-2010 are still in draft form.

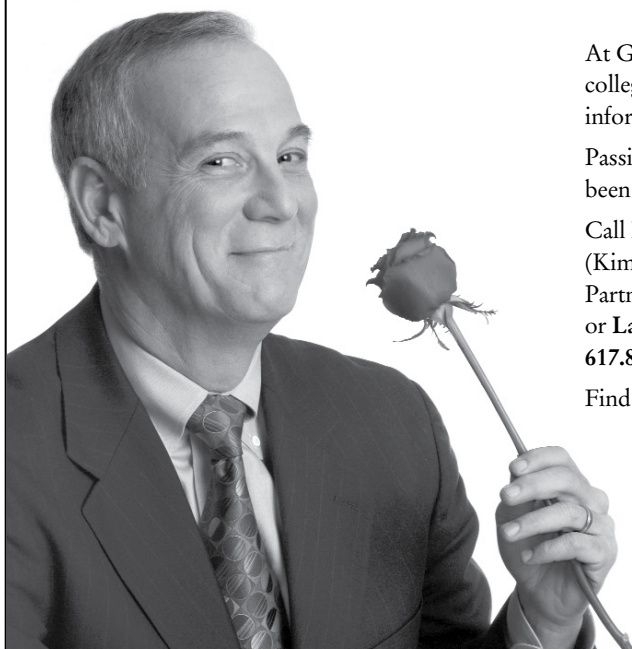
Please scope out this newsletter for additional articles pertaining to the annual meeting, PDC workshops for fall 2008 and updates from the three institutes.

We are desperately in need of proposals for the participation in the Tales From The Front program. Please urge perspective presenters and spread the word to all possible interested parties.

I would like to extend my deepest appreciation to the hard working team of the Professional Development Committee serving WACUBO for their creativity, dedication and commitment. Serving on the committee are: Marti Ash, University of Nevada, Las Vegas; Monica Boulay, WACUBO Business Management Institute and Winter

Management and Leadership Institute; Carina Celesia Moore, University of California, Davis; Dennis Klaus, Salt Lake Community College; Kim Kvaal, University of San Francisco; Mark Lane, Leeward Community College (HI); Kathryn Longfellow, Tacoma Community College; Neil Markley, Sonoma State University; Glory Novak, University of Arizona; Robyn Pennington, California State University; William Pickens, WACUBO Executive Leadership & Management Institute; Lynn Valenter, Washington State University, Vancouver; Lyrae Williams, Colorado College; and Bob Wisner, LDS Business College (UT). Remember, this committee has worked particularly hard to entice old and new comers to participate in these workshops; “There is something for everyone.”

“Our passion for higher education can lift your spirits too.”



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WACUBO Calendar

AUTUMN ISSUE 2008

PROFESSIONAL DEVELOPMENT CALENDAR

October 20-21, 2008	Successful Project Management and Leadership	Seattle, WA
November 3-4, 2008	Success Outside the Central Administration: A Workshop for Academic and Unit Business Officers	San Diego, CA
January 16-20, 2009	Winter Management and Leadership Institute	Tucson, AZ
February 2009	Enterprise Risk Management	Los Angeles, CA
March 2009	Success Outside the Central Administration: A Workshop for Academic and Unit Business Officers	Dallas, TX
Late April 2009	Fundamentals of Higher Education Accounting	Portland, OR
Late April 2009	Intermediate Higher Education Accounting	Portland, OR
May 3-6, 2009	WACUBO Annual Meeting	Salt Lake City, UT
July 31-August 7, 2009	Executive Leadership and Management Institute	Stanford, CA
August 2-7, 2009	Business Management Institute	Santa Barbara, CA

WACUBO

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