



Spring
2004
Issue 44

The Western Association of College and University Business Officers

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Spring Has Sprung!

by William L. Everhart

I can tell it is springtime, not only because here in Southern California the flowers are beginning to bloom, but also because the undergraduate students are getting busier!

The WACUBO Board of Directors and the volunteer members have been very busy in the past few months since my last report. I want to first give an update on the activities of the Board, especially as it relates to our current year goals, and then review the other activities that we have been engaged in so far this year. The Board met in Phoenix, Arizona the last week in January for our annual retreat. There were two primary topics for the retreat, to structure the rewriting of our by-laws and to review our strategic plans for the next few years.

A large portion of the meeting was devoted to the by-law changes that I mentioned in my last report, and after many hours of discussion we completed those changes. In addition to the minor “clean up” issues in the document, we addressed the primary changes that had to do with a redefinition of the roles of several officers as well as some changes to our committee structure. The goals of the changes are to provide for backup, succession, and reasonable workloads for the primary officers of the organization. To accomplish that, we provided for an assistant position for the Secretary, Treasurer, and Communications Director with a clear path for moving into the primary duties over time. We also restructured our committees by eliminating the Membership Committee and establishing a Research/Doctoral Institutions Committee.



The recruitment, retention, and advocacy roles of the Membership Committee have been delegated to our constituent committees, namely the Small Institutions Committee, the Community College Committee, and the newly formed Research/Doctoral Institutions Committee. The coordination of membership activities has been added to the portfolio of the First Vice President. We also have structured our at large Board members to represent WACUBO on the NACUBO constituent committees in order to strengthen the connection between NACUBO and the WACUBO Board.

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Spring Has Sprung!

Letter from the President, continued from page 1

by William L. Everhart

The exact changes are to be distributed to the primary representatives of each member institution within sixty-days of the upcoming annual meeting. We will ask for approval of the by-law changes by a vote of the primary representatives at the business meeting luncheon on Tuesday, May 25, 2004.

The other portion of our retreat was spent on looking at WACUBO's strategic plan side by side with the NACUBO strategic plan in order to understand where there is overlap as well as differences. This was a particularly important step, as we have never really examined our own future direction at the same time as we discussed the future direction of NACUBO. I believe that this was a very important step in understanding how we can make our plans complimentary as we move forward.

During the regular Board meeting we had a report on the iLearning platform that has been developed by NACUBO for the delivery of professional development activities via the Internet. That report was a real eye opener for many on the Board as we started to understand that we probably could not achieve the full potential of this important platform without some additional professional help.

As a result of our discussion, it was recommended that the ACUBO Steering Committee of NACUBO consider using some of the reserve funds to provide help to all of the regions in making use of this new technology. The Board sees this as a critical step in achieving our second

main goal for this year, and that is tying together our professional development activities more tightly. The Board also sees this as an opportunity to develop closer ties with the other regions as we all work to develop a coherent national professional development program.

Changes of address

Send all address changes to:

Gregg Goldman

*Associate Dean for Finance
and Administration*

University of

Southern California

Marshall School of Business

HOH 501C

Los Angeles, CA 90089-1424

gregg.goldman@marshall.usc.edu

Annual Meeting:

Plans are nearing completion for our annual meeting next May, to be held in Maui, Hawaii. The program is set and I know that we will be treated to a number of tremendous sessions that will help us all to be better managers. I have visited the facilities and I am confident that those who attend will be favorably impressed, not only with the location, but also with the professional development offerings

Other Stuff:

Several of your WACUBO Board members were off to a NACUBO Board meeting in March, representing the "western view" as we discussed issues of importance to all of us. Elsewhere in the newsletter you will find an article that provides a national update.

We have made progress in our work with the other regions in bringing our professional development activities in line with each other. While I had hoped to make more progress on developing our curriculum nationally, I realize that coordination of these activities among the regions and NACUBO just takes more time.

Finally, it is hard to believe that the annual meeting is less than two months away, and that this is the last of the newsletter articles that I will write as President. It has been a great time for me and I hope that the current Board agrees that we will be leaving the organization stronger at the end of our terms. I do want to thank the many volunteers in all of the committees and in all of the areas of our organization who have made my year as President a tremendous experience

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 raclmmo@uci.edu. WACUBO's newsletter is published quarterly by the University of California, Irvine, on behalf of the Western Association of College and University Business Officers. Copyright 2004 by the Western Association of College and University Business Officers, unless otherwise indicated.

President	William L. Everhart (May, 2004) — Claremont Graduate University
First Vice President	Sally Roush (May 2004) — San Diego State University
Second Vice President	Jay Kenton (May 2004) — Portland State University
Secretary	Gregg B. Goldman (May, 2005) — University of Southern California
Treasurer	Joanne M. Coville (May, 2004) — California State University, Channel Islands
Communications	Robert Clemmons (May 2005) — University of California, Irvine
At-Large Members	Rufus Glasper (May 2005) — Maricopa County Community College District Office
	Thomas H. Gibson (May, 2006) — Montana State University
	Thomas Nycum (May 2004) — Colorado College
National Members	Patricia T. Oliver (May, 2004) — University of San Diego
	Sandra Lier (May, 2005) — University of Washington
	Patricia L. Farris (May, 2005) — California State Polytechnic Univ, Pomona
	William L. Everhart (May, 2004) — Claremont Graduate University



Consider CACUBO's Collegiate Management Institute

By Monica Boulay

Having worked in professional development for more than 20 years, with a special devotion to higher education training, serving as CMI executive director is a privilege and a challenge. Jim and the CMI faculty and staff, in collaboration with CACUBO, have created a unique learning program for those aspiring to assume leadership roles in higher education. The result is the Collegiate Management Institute, a two-tiered program that allows professionals to develop skills and improve competencies that have the personal benefits of improving job performance, work satisfaction and organizational productivity.

Higher education institutions recognize that competent professional personnel are their most valued resources, and that investing

in quality professional development is essential. Alumni report increased resourcefulness, confidence, self-reliance and willingness to make a difference in the workplace. Some have reported that they learned more useful techniques and practices in the two weeks at CMI than in an MBA program. Suffice it to say that CMI alumni are passionate about their program and CMI staff are committed to ensure the continuing evaluation and improvement of educational services to better serve their constituents.

Alumni also value their CMI experience and asked that continuing education programs be provided to complement the two-year program. In 2000, the first CMI alumni program was conducted as a pre-session of the CACUBO annual meeting. Continuing future programs are in the planning stages. I will be seeking feedback from CMI participants and alumni on the type of experience that would be most valuable. We are considering several possibilities: adding a third tier, a Level III program; offering a refresher at CACUBO's annual meeting; or adding a separate alumni program. The CMI would like to hear your thoughts! Please send your feedback and ideas to me at EduSpeak@aol.com.

The outlook for CMI is excellent. It continues to be an innovative learning system and I am pleased to be part of the CMI team. We invite you to enroll in CMI 2004 and invest in yourself, your institution and your community. We are confident that you will enjoy a beneficial learning experience while meeting new colleagues and renewing your energy.

Please mark your calendars for May 16-21, and invest in your future. Join us for CMI 2004 on the beautiful campus of Miami University in Oxford, Ohio.

Visit www.adpc.purdue.edu/CMI

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Ten Steps for Implementing Change — Step Eight: Recognize “Unsung Heroes” & Replenish the Change Team

by Jeff Marsee

In Central Park, New York, a life size bronze statue of a dog stands on top of a rock outcropping. The inscription identifies the honoree as “Balto,” a lead sled dog responsible for bringing critically needed serum to fight a deadly 1925 diphtheria epidemic in Nome, Alaska. The story, a true hero’s epic, took place during an era when dog sleds were the only method of bringing critically needed medication to the then winter isolated community of Nome. Reliable air transportation had not yet been established and the harbors were winter frozen. The nearest railroad was at Nulato, more than 670 miles away. The needed serum could be transported to Nulato by railroad. However, it took twenty-five days for a dog sled to run between Nulato and Nome. Delivery after twenty-five days was too late to save the dying Nome residents.



An emergency plan was devised to shorten the run time between Nulato and Nome. Alaska’s premier dog sled driver, Leonhard Seppala, would take his team lead by “Togo” east from Nome and pick up the serum at a designated half-way point. A relay string of dog sleds would travel simultaneously west from Nulato. This would shorten the distance that Seppala would travel. Seppala, the most experienced long-distance dog driver, could then return to Nome with the serum. He was chosen because he was known for his long distance runs. He also had a son stricken with the disease, so getting the serum quickly to the hospital was personal.

After the Seppala/Togo team began their marathon journey to the proposed half way point, the situation continued to deteriorate until the then Alaska Governor intervened and ordered a more complex system of multiple relay teams. Seppala did not get the word and continued to the proposed rendezvous point. Battling severe weather and record breaking cold temperatures, Seppala almost missed the handoff. However, an alert Nome bound “Musher” who was on the thirteenth leg of the relay, saw Seppala and Togo just as he was preparing to take a dangerous journey across the frozen Norton Sound. Norton Sound was a perilous shortcut that Seppala had just completed when he met the incoming serum team. After traveling more than 170 miles in less than three days (an average daily run was 30 miles) Seppala took possession of the serum and with Togo in the lead once again crossed the forty-two mile frozen sound. The Norton Sound route became even more perilous because a change in weather threatened the stability of the ice. Togo successfully picked a route that led the team back across the sound to Isaac’s Point, ending the day’s grueling 84 mile run. From Isaac’s Point, Seppala and Togo finished their 50 mile run to Golovin the next day, thus ending a 300 mile journey in severe and dangerous weather. From Golovin a fresh team began another series of relays until the final team, led by Gunnar Kaasen’s lead dog “Balto,” made a courageous 53 mile run into Nome where the serum was safely delivered to the hospital.

Balto was the dog chosen to be commemorated in Central Park. While Balto was certainly deserving of recognition, it could be argued that Togo, who slugged through 300 miles of wilderness

during unforgiving bad weather, was perhaps most deserving. However, it was Balto who caught the spotlight.

Effective Change Leaders must always be alert for the unsung “Togo Heroes.” Rewards and public recognition sets the tone for organizational change. Finding and recognizing the obvious change leaders is easy. Digging into the change process and locating the work horse participants, the “missionaries,” is more important.

Change has become the norm for many colleges. Change leaders must constantly watch for new leaders and supporters. Expanding the base of core supporters improves a leader’s ability to implement increasingly more complicated and important change initiatives. Recognizing and rewarding “Togo” like work ethics is critical to a change leader’s success strategy.

Alaska understood the importance of honoring its “unsung” heroes. During 1967, in celebration of the Alaska Purchase centennial and to memorialize the passing of Leonhard Seppala, who died that year, the event that would eventually become the Iditarod Trail Sled Dog Race was created. The efforts of the unsung that work behind the scenes are recognized by the inscription on the base of Balto’s memorial. It reads as a dedication to “the indomitable spirit” of the sled dogs who ran to relieve Nome: “Endurance, Fidelity, and Intelligence.” Balto’s memorial remains one of the park’s most popular attractions, as should be the recognition of our colleges’ most important workers.

For more information about this topic, suggested readings include:

- Arnold, William and Plas, Jeanne, [The Human Touch](#)
- Beach, Lee Roy, [The Psychology of Decision Making: People in Organizations](#)
- McWhirter, Darien, [Managing People: Creating](#)



Jeff Marsee, President of Jeff Marsee & Associates (www.jeffmarsee.com), is an independent management consultant who specializes in facilitating process transformations for college and nonprofit organizations. He has written extensively, and has successfully consulted as a change management facilitator to help leaders understand the importance of the human element in the organizational transformation process.

The
**Executive Leadership
&
Management Institute**
at Stanford

July 29 through August 6, 2004
Stanford University
Dr. William Pickens, Director
(858) 278-1764
whpickens@aol.com

For the 37th year, WACUBO is proud to sponsor a major summer institute at Stanford University.

Over the years, the Institute has changed from a focus on strictly business affairs issues to a comprehensive experience for 35 participants who are willing to devote one solid week to study and practice the skills required for leadership success in higher education.

The ELMI emphasizes in-depth discussion of issues, with time to explore and reflect. It offers time away from the daily routine so that the ideas and lessons can "soak in." The total immersion format allows everyone to get to know other participants and the faculty in ways that are not possible through brief contacts.

The Institute's class sessions are organized around situations which, over the long-term, have been shown to make or break the careers of leaders in higher education. These sessions deal with challenging situations, where success requires practiced skill and unwavering attention to results.

Though from different perspectives, all sessions deal with two basic skills:

1. Increasing your self-awareness as an administrator and a leader. See yourself as others do and understand the different roles necessary to be effective.
2. Improving your skills in strategic thinking and effective action. How to set realistic goals, solve problems early, communicate clearly, anticipate the responses of others, delegate well, maintain perspective, stay flexible, and evaluate your progress realistically.

On the following page is a listing of the classes that represent the core curriculum for ELMI 2004. In addition, the Institute will add sessions on special topics, such as ethics in administration, and projects, such as management problems, that will cluster administrators from similar institutions together.

The best description of the Institute comes from those who have attended recently. Here are verbatim comments from the participant evaluations of ELMI 2003:

"If I had had this experience 15 years ago, I'd be a VP now."

"The faculty of ELMI is impressive and of the highest caliber in their area of expertise."

"If you consider yourself as already a leader on your campus, the Institute will validate your strengths and more so, challenge you to identify areas for further professional growth and advancement."

"The level of faculty presenting was of such high caliber—they all offered new insights into existing situations."

"Without a doubt the best spent week of my career. Although at times like drinking from a fire hose, the Institute was tremendously invaluable."

"Challenged the vision (or lack of) I had of my future and the role I can play at my institution."

"A life and career changing experience – I developed a deep affection and admiration for my colleagues and was able to view my own attributes and processes in new ways. This was fabulous – just what I needed and more than I could have imagined or hoped for!"

"I was pushed outside my comfort zone and it was a great learning experience."

"Really enjoyed the experience, very valuable. I will be sending a couple of my directors to you over the next several years."

"The contacts made, and lessons learned, at the ELMI are of immediate and long term value."

"The Institute affirmed me in areas I knew I was strong and helped me realize some very practical things I could do to enhance my leadership role at the University."



WACUBO Executive Leadership and Management Institute

CORE SESSION DESCRIPTIONS

"The Big Picture 101'- An Overview of Higher Education in the United States: Governance, Culture, and Leadership Roles"

The session itself will describe and contrast the different kinds of institutions in American higher education, with particular attention to the implications of such differences for leadership.

"Your Leadership Style: Personal Assessment and Enhanced Effectiveness"

The best leaders know themselves well. This session is designed to either begin or accelerate your process of self-awareness. The session explores ways to expand your inventory of styles and understand how certain behaviors lead to success in administration while others do not. We place special emphasis on career development and mentoring relationships.

"Personal Style, Public Speaking, and Leadership"

This session deals with the skills of handling complex or controversial subjects in a clear, concise, and compelling way-whether in front of small or large groups, or a news camera. The focus is on verbal and nonverbal strategies for presenting ideas with maximum effectiveness. Participants also have the opportunity for voluntary videotaping sessions, with specific and constructive comments from outstanding speech coaches.

"Managing Conflict and Difficult People"

Disagreement and conflict are part of our institutional landscape. Both one-on-one and in groups, no successful leader can avoid dealing with difficult people and challenging language. This session covers the most successful and

productive ways of doing so.

"Leadership and Campus Cultures"

This session consists of discussions about the culture, values, and practices of the "Academic Side of the House." Attention is paid to ways that "all sides" on campus can work together effectively. The session deals with the values and practices styles within academic areas, among those concerned with business and administration, and for those who deal primarily with student services.

"Anticipating and Managing Crises"

Effective leaders do more than just deal with crisis and conflict--they learn how to identify which disagreements will lead to serious disruption, and which will not. Then, they take preventive action. Inevitably, though, some situations grow into full-scale crises, a few of which shake the very foundations of institutions and threaten the careers of leaders within them. The goal is to develop skills of anticipation and action for dealing with situations where adrenaline, rhetoric, and retribution threaten to take over.

"Questions You Always Wanted to Ask A President, Just not Your Own"

This is an informal, no-holds-barred session with presidents from different kinds of institutions who promise to be absolutely candid about what is important from their perspective. This is a good opportunity to ask about the "inside side" of leadership, and what they like and dislike most about being a campus leader.

"Campus Politics and Meeting Management"

They say that "academic politics is so vicious because the stakes are so low." Perhaps so, but whatever the stakes, higher education leaders operate in a very

complicated and political environment, whether they like it or not. This session presents a case study on how to lead meetings and chair committees effectively, with special attention on the subtler interactions and politics of these situations.

"Emotional Intelligence and Higher Education Administration"

Sooner or later, bad things happen to everyone in the workplace. Your success as an administrator, and sometimes even your career, depend on how well you handle these situations. This session relies heavily on insights from the seminal work of Daniel Goleman Emotional Intelligence, which defines "emotional intelligence" as self-awareness, empathy, control over strong emotions, and the ability to "connect" with people.

"Challenges We All Face in Higher Education: What's Most Important For Leaders"

This session covers responsibilities that are important for successful day-to-day management of higher education institutions regardless of size or mission.

- How to deal with violence or threats in the workplace.
- How to keep you and your institution out of court by understanding the law, minimizing unnecessary conflicts, and protecting yourself.
- How to build teams that accomplish organizational goals.
- How to deal effectively with tensions from different perspectives and values coming from an increasingly diverse workforce and student body.

To register your interest in attending this year's ELMI, go to WACUBO's website (www.wacubo.org) and follow the links to the Executive Leadership and Management Institute.



WACUBO Business Management Institute



Business Management Institute at Santa Barbara! This is your invitation to attend the 2004 Institute, scheduled for July 25-30, at University of California, Santa Barbara.

We encourage you to spend a week of in depth professional development with your higher education colleagues from across the nation. The program begins with registration and a welcome buffet on Sunday and concludes on Friday at noon.

Year One: Year One will feature College and University Accounting, divided into sections for accountants and non-accountants. Jerry Farley, president of Washburn University, will teach the accountants' section; the non-accountants' course will be taught by Kathleen McNeely of Indiana University. Human Resource Management, presented by Rogers Davis of University of California, San Diego, will cover how and why responsibility, accountability, leadership and progressive programmatic initiatives must align with model human resource management values and with the mission and vision of the organization. The Higher Education Organization provides an overview of higher education administration and its structure and philosophy and will be taught by three presidents: Jerry Farley, Jairy Hunter of Charleston Southern University and Dave Frohnmayer from University of Oregon. In Higher Education Law, Beverly Ledbetter of Brown University will discuss a broad spectrum of legal concepts, with a special focus on employment relations, the Internet and telecommunications law and the institutional-student relationship. Motivation rounds out the Year One core course offerings and will be presented by Sean Joyce, president of Omega Consultants to Management.

As Spring arrives, and your daydreams feature warm, sunny days and light ocean breezes, you must be thinking of the 48th annual WACUBO

Days are packed with sessions; evening special events include an ice cream party, a buffet at the beach, and another outdoor buffet with a DJ and dancing. Participants have Wednesday afternoon free to explore the beautiful Santa Barbara area, visit the shops, sample the local culture and cuisine, or unwind at the beach.

One of the key programs of WACUBO's professional development, the Institute offers a four-year curriculum for managers, supervisors, staff and other personnel who perform mid-level administrative and business functions for the institution. Those who are new to higher education find the Institute very valuable in providing an overview of higher education and an opportunity to begin building their higher education professional network.

Bill Lynagh of the Staub Leadership Center in North Carolina will explain the principle of WholeHearted Leadership, which true leaders follow in recognizing the value of purpose and the need to achieve balance of purpose both professionally and personally. This *wholistic* approach focuses on the importance of a leader's ability to relate, to connect and to care, as well as to demonstrate courage, especially when leading in difficult times.



Bill Lynagh
Staub Leadership
Center

Keynote:
WholeHearted Leadership: Finding the Courage to Lead in Challenging Times

Year Two: The Year Two program will feature Budget and Planning by Craig Purkey, consultant and retired from the University of Washington. Principles of Management will focus on contemporary management practices, leadership, motivation and communication and will be presented by Jack Blanton of the University of Kentucky. Jennifer Foutty and Barry Walsh, both from Indiana University, will present the Information Technology session. They will focus on latest directions in IT, the necessary infrastructure, its impact and the people and process issues involved. Humor in the Workplace by Jerry Farley looks at how humor can be an effective tool when used appropriately. Sean Joyce's Creative Problem Solving completes the Year Two core courses and looks at alternatives to habit-bound thinking.

Year One and Two students select elective courses on Monday, Tuesday and Thursday afternoons to customize their curriculum. Electives focus on technical, management and personal development. New topics for 2004 include facilities management and performance measurement by David Gonzales of UCSB; Jerry Farley and Kathleen McNeely will discuss the impact of Sarbanes-Oxley and responsibilities of a board audit committee; and benchmarking for breakthrough performance by Sean Joyce. Returning faculty and topics include Jeff Marsee offering Why I Like You, Why I Don't and a session on organizational culture; Sean Joyce presenting delegation and dealing with the irate customer; Frankie Harrison will present cost-benefit analysis; Jennifer Foutty will teach advanced Excel techniques; and Jay Morley of NACUBO will discuss the four pillars of higher education. Other sessions will focus on ethics, risk management and employment law, auxiliary organizations, IT issues and concepts, leadership, equal opportunity and diversity, and internal controls.



Jay Morley
NACUBO



WACUBO Business Management Institute (continued)

Year Three: Jay Kenton, vice president for finance and administration at Portland State University, will return as coordinator of Year Three. Students will begin each morning with a general session focusing on communication and administrative topics, presented by Bill Jenkins of Huron Consulting Group. Sessions will examine organizational culture in the higher education organization, including the relationship between the CFO and the provost, and effective tools in listening, business writing and presentations. Dave Frohnmayer will present a session on leadership, drawing on his experience as university president and state attorney general. Daily case study sessions will be facilitated by faculty members Jay Kenton, Portland State University; Sandra Lier, University of Washington; Susan Clarke, Unconventional Wisdom; and John McDonald, consultant. Participants will work in small groups to study cases, exploring responses to common challenges on campuses today. Each student will write a case study in advance, either on a current unique campus situation, or about circumstances that are typically encountered in higher education.



Continuous Learning: *Wholehearted Leadership*



Leadership is a principle that has unending implications for organizational success. In this program, Bill Lynagh will present an interesting and thought-provoking model for leadership that centers on the value of purpose—both institu-

tional and personal. *Wholehearted Leadership* is a central concept that speaks to the balance that true leaders seek to achieve. Participants will bring their own experiences and leadership challenges to bear in developing a deeper understanding of how each must appropriately and effectively bring balance into their institutional roles—a balance around purpose. Using the chambers of the heart as a metaphor for the key elements of *Wholehearted Leadership*, Dr. Lynagh brings a solid leadership portfolio with experiences in medicine, health care, the Peace Corps, teaching and higher education leadership training and development.



Year Four: Year Four offers a conference format and will again be coordinated by Mernoy Harrison, executive vice president for administration and finance at Arizona State University. The theme is *Leadership Challenges in a Changing Environment* and the focus will be on those skills, actions and tools necessary to influence and provide leadership to thrive in this rapidly changing world of global competition. Dave Frohnmayer will present sessions on the theory and practice of leadership and Jairy Hunter will present a comprehensive strategic planning workshop including interactive small group work to develop a strategic plan. Don Norris will explore options and decision making in financing information technology. Legal issues in the e-universe will be covered by Beverly Ledbetter, spotlighting privacy, security and fiduciary issues. V'ella Warren will focus on how to create an organization that fosters positive change, discussing strategies to lessen fear and resistance. Mernoy Harrison will lead an interactive session on the latest challenges in business and financial areas. The program will wrap up with a major issues panel discussion, in which participants will identify the topics and issues to examine.



CSU 1

After launching its successful CSU 1 program at the Business Management Institute in 2001, the Financial Officers Association of the California State University will be offering CSU 1 in a new venue in 2004. It will be held in the Fall at the Kellogg West Conference Center at Cal Poly, Pomona, and invitations will be extended this summer. The BMI was pleased to host CSU 1 for its first three years. WACUBO encourages staff new to the CSU System to take advantage of this excellent program, and we welcome all CSU 1 “grads” to attend the BMI! For information on CSU 1 contact Ed Bulinski at (619) 594-5599.



This July, join your colleagues for professional development in the lovely, relaxed and informal Institute setting at the University of California, Santa Barbara. For information contact Monica M. Boulay, Institute Director, at EduSpeak@aol.com or 520-298-8680.

NACUBO REPORT: Looking forward to Milwaukee Annual Meeting

by Sadra Lier



March meeting

The National Association of College and University Business Officers (NACUBO) met in Chantilly, Virginia in March. Items on the agenda included a presentation of nominees for anticipated Board turnover at the July Annual Meeting, discussion of continuing projects on higher education, and continuing to implement a new, more effective governance structure. The ACUBO Steering Committee continued its efforts to organize and follow-up on joint projects among the Regions and NACUBO. Attendees from WACUBO included the NACUBO Chair Pat Farris, former President of WACUBO, from California State Polytechnic University, Pomona, Pat Oliver, University of San Diego, Sandra Lier, University of Washington, and Bill Everhart, President of WACUBO, from Claremont Graduate University.

NACUBO National Meeting heads to Milwaukee

If you haven't ventured onto the NACUBO website to look up the Annual Meeting information, please do so. The meeting this year will be July 18 – 20 in Milwaukee, Wisconsin. The General Sessions feature a variety of exciting speakers.

- Jim Collins, a student and teacher of leadership at Stanford Graduate School of Business where he received a Distinguished Teaching Award, and the author of *GOOD TO GREAT: Why Some Companies Make the Leap and Others Don't*. His work has been featured in *The Economist*, *USA Today*, *Industry Week*, and *Harvard Business Review*.

- Dr. Larry J. Sabato is Robert Kent Gooch Professor of Politics at the University of Virginia. According to the *Wall Street Journal*, Dr. Sabato is "probably the most quoted college professor in the land," while the *Washington Post* called him "the Mark McGwire of political analysts," and he is dubbed by Fox News Channel as "America's favorite political scientist." At home both in the classroom and in the anchor booth, Dr. Sabato bridges the gap between the ivory tower and the real world on issues of critical importance to American democracy and the challenges facing our political process.

- Derek Bok has been a lawyer and Professor of Law, Dean of the Law School, and President of Harvard University. He has written five books on higher education, *Beyond the Ivory Tower* (1982), *Higher Learning* (1986), *Universities and the Future of America* (1990), *The Shape of the River* (1998), and *Universities in the Marketplace* (2003). He has served on the Board of Trustees of the World Resources Institute, the University of Massachusetts and Chair of the Board of Overseers of the Curtis Institute in Philadelphia. In 1999, he became the National Chair of Common Cause. His research interests include the state of higher education and a project sponsored by several foundations on the adequacy of government in the United States in coping with the nation's domestic problems. He published a book on this subject entitled *The State of the Nation* in 1996 and a sequel entitled *The Trouble with Government* in 2001. His latest book is entitled *Universities in the Marketplace: The Commercialization of Higher Education* (2003).


For detailed information about the NACUBO meeting, visit online at:

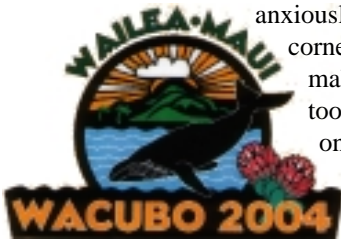
<http://www.mra-services.com/NACUBOTradeShow04/index.asp>





WACUBO Annual Meeting: Riding the Waves of Change

You Still Have Time to Register



The annual meeting everyone has been anxiously anticipating is just around the corner, and there is still time for you to make plans to attend. But don't wait too long: There are only so many seats on flights to Maui, and the alternative methods to get there involve lots of time and water!

Complete information regarding the program is available

on the WACUBO website, at www.wacubo.org, but here, once again, are the highlights:

Keynote Speaker: **Dave Frohnmayer**

President, University of Oregon

"Leadership in Turbulent Times"

Additional Speakers:

James Morrison - The Technology Source

The University is Dead! Long Live the University!

Lynne Lancaster - Bridgeworks

"Recruiting and Retaining a Multigenerational Workforce"

Christine Ervine - U.S. Green Building Council

"Greening the Campus: A Special Opportunity for Higher Ed."

Mark Samuel - IMPAQ

"The Power of Personal Accountability"

Colleen Nickels & Lloyd Lee - University of California

"Higher Education/Private Partnerships"

Workshops:

"From Wine Tasting to First Run Movies"

"Effects of Sarbanes Oxley on Higher Education"

"Transformation at the Core"

"Succession Planning: Why Bother?"

"Recruiting, Retaining, Motivating and Managing Four Generations in Today's Workplace"

"Surviving State Budget Cuts"

"Welcoming Diversity"

"Using Strategic Enrollment Management Approaches to Navigate Through Uncertain Times"

"Oregon's Health Insurance Consortium: One Year of History"

"Contracting Success"

"E-Procurement Hawaiian Style"

"Redefining College Athletics"

PLUS — *Tales from the Front:*

"From Turmoil to Reconstruction"

"So We've Created a New Campus, Now What?"

"Designing Effective Business and Human Resources Courses"

"Six Sigma Methodology to Study Cash Flow Management"

Register on-line today, at:
www.wacubo.org

Maui Information Exchange

WACUBO's Information Exchange Program in Maui has a central and elegant yet relaxed setting in the Aulani Ballroom. There will be special island oriented activities in the exhibit hall and plenty of time to visit and discuss challenges and opportunities with the many corporate partners who participate as exhibitors or sponsors. You'll want to take advantage of the chance to learn of their programs and services and benefit from their expertise across a broad spectrum of higher education products and services.

We're pleased to welcome Sempra Energy Services as the sponsor of this year's WACUBO Golf Tournament on Sunday morning. The lush island setting, the hospitality of our Hawaiian colleagues, the camaraderie of WACUBO golfers, and the support of Sempra will make for an outstanding event!

In the afternoon, golfers, walkers, snorkelers, shoppers, and all should make it a point to meet in the Aulani Ballroom at 2:00 pm for the opening of the Information Exchange Exhibits. Special treats will be in store for those who take time from 2:00 to 4:00 pm to see what new products and services our corporate partners have to share.

The spirit of aloha and WACUBO tradition come together in Sunday evening's *Maui Luau*, sponsored by Platinum partner, *Follett Higher Education Group*. You will be welcomed in true Hawaiian spirit with tropical ambiance, an Imu Ceremony and an inspiring display of "kahiko" with exotic costumes and talented dancers. And don't forget to join friends at the favorite Monday night hospitality event, *Sweets in the Suite* — another WACUBO Annual Meeting signature event sponsored by Scott Deaton and Follett Higher Education Group.

We value WACUBO's business partners' support of the annual meeting. Their participation provides for higher quality and greater affordability, plus their continuing commitment to higher education administration helps each of us better address current and future demands. During the annual meeting, be sure to take time to say *mahalo* (thank you)!

EXHIBITORS

Affiliated Computer Services
AIG VALIC
Allen & O'Hara Education Services LLC
American Appraisal Associates
American Campus Communities
ARAMARK Campus Services
Barnes & Noble College Bookstores
Blackboard Inc.
Capstone Development Western Division
Chartwells Educational Dining Services
Collegis, Inc.
FACTS Management Company
First Marblehead Corporation
Follett Higher Education Group
Fund Evaluation Group, Inc
GE Public Finance
George K. Baum & Co.
Jenzabar
Johnson Controls
KPMG, LLP
Morgan Stanley
Moss Adams LLP
Projector Superstore
Sallie Mae/AMS
SCT
Sempra Energy Solutions
Smart Technologies, Inc.
Smith Barney Consulting Group
Sodexo Campus Services
Solver, Inc.
SSC Service Solutions
Stone & Youngberg LLC
The Bank of New York
TIAA - CREF
Touchnet Information Systems, Inc
Tuition Management Systems
Union Bank of California
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SPONSORS

Platinum
Follett Higher Education Group
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A G Edwards & Sons, Inc.
AIG VALIC
ARAMARK Campus Services
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Lehman Brothers
Sodexo Campus
TIAA CREF Services
Copper
Chartwells Educational Dining Services
Johnson Controls
Moody's Investors Services
Morgan Stanley
Standard and Poor's
Union Bank of California
Vicenti, Lloyd & Stutzman, LLP
Tin
Affiliated Computer Services
Barnes & Noble College Bookstores
Capstone Development Western Division
Smith Barney Consulting Group
Stone & Youngberg LLC
Web Service Company
XEROX
A Special Mahalo to
PEPSI-Cola Hawaii
Wailea Marriott, An Outrigger Resort



Upcoming Professional Development Workshops

WACUBO Annual Meeting Pre-Conference Workshop

Riding the Waves of Change – Wall Street Style

Sunday, May 23, 2004

9:00 am to Noon

Continental breakfast

hosted by Smith Barney

Fee \$50

The WACUBO Professional Development Committee is proud to host a two-part seminar on Investments.



Part I: Personal Investment Strategies: As investors, you have access to unprecedented opportunities for reward through the successful planning and management of your financial assets. Today’s capital markets offer an array of investment choices, each accompanied by varying degrees of complexity and risk. The question should not be whether you should participate in these opportunities, but how. Different investment plans and strategies may be necessary for retirement assets, college savings accounts and other general investment needs. This session will provide examples of financial and investment strategies that will help you plan and build a successful future for you and your family. Because we know these are important issues in which personal partners share an interest, with each registration fee paid, the participant can invite their “significant other” to attend this session free of charge.

Part II: Institutional Investment Management: As a foundation or endowment trustee, you must make dozens, even hundreds of financial decisions each year—at a time when the capital markets are evolving at an unprecedented rate. After three years during which bonds outperformed stocks by wide margins, the pendulum swung back in favor of stocks during 2003. Is the upside potential from current levels and at this stage of the economic cycle still greater for stocks than bonds? Hear a review and outlook for the capital markets and learn more about the key elements needed to develop a prudent financial strategy. By effectively combining asset allocation strategies, enhancing portfolio diversification and selecting appropriate investment options, you can help your organization control risk and enhance long-term results. There will also be a panel of fellow business officers to discuss how endowments are reacting to the market.

“Seeing Red:” A Special Invitation for Small Institutions

Please join your colleagues at the Small Institution lunch meeting at the annual conference in Maui. The lunch session is on Monday, May 24th beginning at noon. Don Mortenson, Vice President for Finance and Planning at Seattle Pacific University and Richard W. Chisholm, Managing Director of the Education & Nonprofit Finance Group from Bank of America Securities will discuss debt strategies using variable rate bonds. We’ll also have time for a brief update on the Committee’s activities.

Following Tuesday’s lunch, we will have a special round table discussion session on issues facing small institutions. Bring your questions. No question is too small or too big — your colleagues are often the best resource to help you address these issues.

Remember, we’ve placed a “Red Dot” on the badges of Small Institution members. With a group as large as WACUBO, we want to provide representatives from small institutions with a way of identifying themselves to each other to facilitate networking at the sessions, meals and other events.

About the Presenter: Patrick M. Schussman, CFA, First Vice President and Divisional Director for Smith Barney Consulting Group. Patrick is responsible for a team that provides asset allocation and investment research services for private clients, retirement plans, foundations and other institutions. He began his career as a Performance Measurement Analyst in the Pension Consulting Division of Wilshire Associates Inc. He later managed a team of analysts who were responsible for the quarterly performance reports for some of the nation’s largest public and private pension plans. Patrick conducted business valuation analysis involving valuation of the equity ownership in privately held businesses for estate and gift tax purposes. He holds a B.S. in Business Administration/Finance from California State University Northridge, where he was an Elbridge A. Stuart Scholar. In 1997, Consulting Group honored Patrick as “Regional Director of the Year.” He is also a member of the Association for Investment Management and Research (AIMR), Investment Management Consultants Association (IMCA), and the L.A. Society of Financial Analysts.



Investment/Debt Management

June 21 & 22, 2004 Seattle, WA

Fee \$250

Hosts: Jennifer Taylor, jettaylor@nmsu.edu

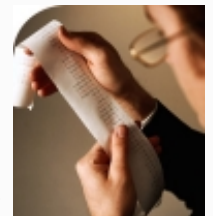
Jennifer Stockton,

Jennifer.Stockton@cgu.edu

Site Coordinator: Rae Ann Laubenstein,

raeannl@u.washington.edu

The Investment/Debt Management Workshop is designed to provide participants with an understanding of the general practice of Investment and Debt Management. This course is appropriate for entry and mid level business offices. Participants will be given a broad overview of Endowment, Investment and Debt Management, along with a practical understanding of a college or university’s role in the administration of each asset and liability class.



Presenters:

Tom Van Zant, Long Term Investment, Managing Director and Group Head of the Commonfund

Jon Speare, Short Term Investment and Treasury



Calendar

2004

April 18 — 20	SACUBO Annual Meeting	San Antonio, TX
May 16 — 21	CACUBO Collegiate Management Institute	Oxford, OH
May 23	Pre Conference Workshop: Riding the Investment Waves of Change	Wailea, Maui, HI
May 23 — 26	WACUBO Annual Meeting	Wailea, Maui, HI
July 18 — 20	NACUBO Annual Meeting	Milwaukee, WI
June 21 & 22	Investment/Debt Management Workshop	Seattle, WA
July 25 — 30	WACUBO Business Management Institute	Santa Barbara, CA
July 29 — Aug. 6	WACUBO Executive Leadership and Management Institute	Stanford, CA