



### WACUBO's Opportunities and Challenges

July, 2002  
Issue 37

By Sandra Lier

All who attended the excellent San Diego Annual Meeting knows of the quality of material and presenters. They included the Chancellors/Presidents of the University of California, San Diego, the University of San Diego, San Diego State University, and California State University, San Marcos. Their panel discussion concluded that "The chief financial officer's



work, of promoting the growth, development, and wise use of university resources, is a prerequisite for the realization of other university goals. . ." The entertaining social events (with a terrific visit to Sea World) included opportunities to reacquaint ourselves with old friends and to meet new ones. There is a wonderful quality that can be achieved in organizations when so many dedicated and talented volunteers join their talents to present such an event. Three cheers

University, San Marcos; and Paul Bissonnette, University of San Diego. Information Exchange with vendors was capably co-chaired by Linda Stewart, San Diego State University and Susan Geiss, University of Southern California. They did an outstanding job in providing support and assistance to vendors who sponsored events and provided current product information to attendees. And we were again proud to showcase our WACUBO member's ideas with "Tales from the Front," presentations of member's innovative solutions. I'd like to especially thank our corporate sponsors. They provide critical financial support throughout the year and at our annual meeting and are a wonderful source of information about new technologies and services that are available to improve service delivery to our institutions.

Finally, a huge "thank you" to the many unnamed volunteers who manage the logistics, serve on so many sub-committees, and who were supportive in so many ways. We need you and value your efforts mightily!

Congratulations to President Pat Oliver in leading this most successful meeting! Pat Oliver, Associate Vice President at University of Southern California, did excellent work this past year. She provided the leadership that is so essential to a volunteer organization like ours. Pat not only did a terrific job as President, she was also responsible for registration for the Annual Meeting. Quite a talented and energetic leader and someone we are fortunate to have continuing on the WACUBO Board this year.

Continuing in WACUBO's tradition of annual meetings in beautiful venues, mark the dates for the 2003 Annual Meeting in Banff, Alberta. Banff is a beautiful setting in one of Canada's premier national parks, a location that will be hard to beat for outdoor opportunities. Sally Roush, Vice President at San Diego State University will be heading up the Program Committee so send her your thoughts on program elements.

Your professional organization is on the move. In addition to the normal rotations to Board positions which include the appointment of Sally Roush as WACUBO Second Vice President. Four individuals were nominated by WACUBO to the posts of NACUBO Constituent Council members; Raelene Allred, College of Eastern Utah; Don Mortenson, Seattle Pacific University; Ashhok Dhingra, University of Nevada, Reno; and Dennis Graham, California State University, Chico. You will find other committee additions and changes announced on our WACUBO website at [www.wacubo.org](http://www.wacubo.org).

Several of our friends and colleagues are completing their current WACUBO assignments. We owe a big THANK YOU to Ben Quillian, Stephen Garcia, Jamie Bradley, and Judy Ganshaw for their contributions to this association. We have been well served by their dedication and service and we will miss those face-to-face opportunities. Don't be a stranger though... there is too much going on.

As you know, WACUBO is served by a number of committees. Please see a complete listing of all our committee opportunities on our website. As opportunities arise, we are pleased to appoint volunteers to committees, to serve as site representatives for Professional Development workshops and to serve on host or program committees. We welcome you and your nominations.

Congratulations to Pat Farris, California State University, Pomona who has been appointed as the Chair-Elect for NACUBO. Pat will serve a year-in-waiting and then

*Continued, PWACUBO*

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for the program committee chaired by Bill Everhart, Claremont Graduate School. The host committee went over the top in every way and was chaired by Sally Roush, San Diego State University and co-chaired by Steve Relyea, University of California, San Diego; Steve Garcia, California State



# President's Message

## WACUBO's Opportunities and Challenges (continued from page 1)

take on the Chair at the 2003 meeting in Tennessee. We are really proud to have a westerner at the helm of our national organization. . .again!

I'd like to remind you of WACUBO's two summer institutes. The 47<sup>th</sup> WACUBO Business Management Institute, at the University of California, Santa Barbara will be offered August 4-9. This institute provides excellent professional development for mid-level professionals. Please call Monica Boulay, Institute Director, at (520)298-8680 or [eduspeak@aol.com](mailto:eduspeak@aol.com) for more information.

The Executive Leadership and Management Institute at Stanford University for senior professionals will be held from July 26-August 3. Please contact Bill Pickens for more information at (858)278-1764 or [whpickens@aol.com](mailto:whpickens@aol.com).

This year promises to be another fruitful one. The WACUBO Board updated the strategic plan last February. The result of our strategic planning sets the agenda this year for me as President and for your Board.

Ø We accomplished a new Webpage format this past year and we will continue to offer service improvements on the web. There is a noticeable difference in ease of use and up-to-date materials.

Ø We will provide leadership and ideas to the new ACUBO Innovation Process – an outgrowth of an extensive review of the way NACUBO and each of the

other regions offers services. This collaboration between Western, Southern, Central, Eastern, and the National organization, encourages the five entities to work together, combine resources, eliminate redundant services and leverage these resources to provide better services to you – our membership.

Ø Projects that have been completed already include development of a joint speaker database, publication of a master calendar of all ACUBO events, and a review of non-core membership categories. The outcome benefits should be apparent – better information, better communication.

Ø Two new projects have been approved that will develop Community College programming delivered via technology and establish a technology platform to serve all of the "ACUBO" organizations by telephone audio-web image programs. Suzanne Green, California State University, San Marcos is helping to lead this effort on our behalf along with First Vice President Bill Everhart.

Ø And last, this year's Advance reaffirmed our commitment to enlarge our membership and to offer better services to you.

Please contact me at (206) 543-6400 or [lier@u.washington.edu](mailto:lier@u.washington.edu) with questions, suggestions, or whatever. Our next Board meeting will be in Vancouver, BC in July, in conjunction with the NACUBO annual meeting.

### WACUBO NEWSLETTER

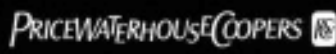
**Submission of articles:** We welcome articles from individuals on a variety of subjects that would be of interest to members of our specific industry. WACUBO also solicits articles from vendors in various industries that are essentially generic in nature, that describe current trends in the industry, and that are of interest to business officers in higher education. The articles are expected to be educational or informative but not presenting the viewpoint of one particular vendor. A byline including the author's name, position and institution will be included. Articles should be brief (500-750 words).

**Career Announcements:** Career announcements are accepted on a "as-room-permits" basis and are included as publication room permits. Photos may be included, but inclusion with announcement is not guaranteed.

**Submit all articles in the body of an e-mail message, or as a text document attachment to an e-mail message addressed to [raclemmo@uci.edu](mailto:raclemmo@uci.edu).**

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**Changes of address: send all address changes to Gregg Goldman at [ggoldman@uci.edu](mailto:ggoldman@uci.edu)**

	<p><b>WORKING WITH LEADING COLLEGES AND UNIVERSITIES TO SOLVE COMPLEX BUSINESS PROBLEMS.</b></p>
	
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# ACUBO Innovations

## AIC Brings Associations Together for Common Benefits

*The five organizations, regional, SACUBO, EACUBO, CACUBO, and WACUBO joined with the national organization, NACUBO to form a combined approach to our mission of professional development.*

### Long Term Goals

At its inception, several goals were established for the Council:

- 1) Build an infrastructure for collaborative efforts
- 2) Build greater capacity for ACUBO
- 3) Improve efficiency of the five partnering associations by capitalizing on strengths, minimizing duplication and undertaking process reform

### First AIC Meetings

The committee formed to accomplish these goals is called the ACUBO Innovation Council (AIC). The AIC is formed from each ACUBO and supports and fulfills this mission. It is responsible for oversight of all AIC projects. The (AIC) held its first official meeting in conjunction with the NACUBO Advance in November 2001 and met again in February 2002 to launch the work of the Council. The AIC identified projects to recommend for approval to the ACUBO Steering Committee at its March meeting.

### Project Determination

The ACUBO 20/20 Initiative recommendations were reviewed. Additional ideas were solicited from the regional boards and at the NACUBO Advance in November 2001. A total of 43 potential projects ideas were generated. The projects were grouped into six areas:

Direct Services to Members; Growth, Diversification and Retention of Membership; Public Policy Advocacy; Image and Partnerships; Development of Knowledge in the Field; and Infrastructure.

Prior to the February meeting, AIC members identified projects they felt were important and doable. At the February 2002 meeting, Council members thoroughly considered these project ideas by applying four primary criteria-mission relatedness, alignment with values, member impact, and relationship management. From this thorough examination, two projects emerged.

### Projects Recommended for Approval by the ACUBO Steering Committee

ASC has given provisional approval to the two projects forwarded by AIC pending cost estimates:

**Community College Project.** The outcome of this project is the delivery of a cost-effective, market-tested professional development program via a distance learning medium to a community college audience. It combines several goals: serves an ACUBO constituent group, the community college audience; creates a model for conducting market research to determine professional development needs; demonstrates delivery via technology. It is projected to take one year to complete the market research, and to design and deliver the educational program. Break even should be achieved within two years. Income streams to support the pilot program and for future programs are expected to come from three sources - participation fees, underwriting and advertising, and new membership revenue. The expense factors include market research, product development, technology delivery platform expense, marketing and administration.

The ACUBO benefits include reaching an under-served but targeted market, producing and delivering a high-value product for an opportune market, combining priority objectives into a single project, gaining increased access to new information, and producing a product that supports new recruitment. The educational program is expected to be delivered across the country in the spring of 2003.

**ACUBO Technology Platform Project.** The second project to be undertaken by the AIC is the establishment of a technology platform to serve all the ACUBOs to produce programming using web-based images with telephone-based two-way audio. Income will be derived from real time registration fees, 24/7 access fees, and through sponsorship, underwriting and advertising. Key expenses will be for pedagogical support, the technology delivery platform, and marketing and administration. The goal of this project is to establish ACUBO as a key purveyor of high quality, timely, cost-effective delivery of content to the desktop. Desktop professional development programs minimize travel and time barriers, create potential for reaching non-members, supplement live workshops, and greatly expand access to information from

ACUBO. The program is being planned for delivery in the summer/fall of 2002.

Additional current projects include:

### Completed and Ongoing Projects

- Distribution of Business Officer Magazine
- GASB Distance Learning product
- Collaborative funding model
- Re-engineered NACUBO Professional Development Council
- Regional program demonstration project

### Projects Near Completion

- Non-core member research
- Speaker and topic database
- Comprehensive program calendar

### Projects in Development

- Enhance usage of AIMs
- Technical and administrative support to the regions

Additional information on each of these projects can be located in the November 2001 ACUBO Innovation Update.

### What is Next:

Many of AIC's current members will rotate off the Council in July 2002. A formal orientation process for new members is being developed to ensure continuity of focus for the AIC. At its next meeting in November 2002, the AIC also will look at how to measure the effectiveness of its work, how to improve the process, and continuing to collect, share, and compile best practices information from the ACUBO partners.

For a list of the individuals serving on the ACUBO Innovation Council, see page 7.



## Commentary

# The Vietnam Syndrome in Higher Education Administration

by Dr. William Pickens

They say that politics in academia is so vicious because the stakes are so low. Recently, I thought about this in recalling the gradual demise some years ago of a bright and charismatic university administrator who was leading in a direction where he could not possibly prevail. Worse yet, although his goals were worthy, his crusade was peripheral to the main interests of the university and his leadership in it.

The obvious question came to mind: what could cause such folly? An irrational masochism? A fanatical arrogance? In this specific case, neither. I believe his unfortunate predicament followed a predictable pattern, which might be called “the Vietnam Syndrome,” an event vivid in the recollection of my generation.

This syndrome differs in important ways from other high stakes defeats or policy disasters. First, the ill-conceived effort usually begins as a part of some larger, long-term objective which, ironically, is later jeopardized by the unrelenting pursuit of a strategy supposed to achieve the objective. Second, the strategy becomes risky at precisely the time that the tangible results of achieving its goals appear modest at best, or even trivial, to those outsider the inner circle.

So, why do seemingly intelligent and realistic people regularly fall into this Vietnam Syndrome? To answer this, you must understand the sequence of events common to such misadventures.

Initially, planning starts innocently enough. Some policy objective is established and staff appraises the costs and benefits of the various strategies. Administrators then begin to move resources around, organize people to implement the strategies, and work on tactics.

Then, something goes wrong although at this stage it is usually something small—unexpected resistance or some low-level irritations. But, whatever goes wrong, the costs in terms of time and money begin to escalate. Precisely here is the crucial juncture in the Vietnam Syndrome.

The leader gathers advisers to determine how to proceed, but the group’s chemistry does not permit an effective examination. The discussion wanders away from the original objective and downplays the actual costs of pursuing the various strategies. Gradually but inexorably, the cost of “losing,” or even appearing to lose, becomes prominent in everyone’s mind.

From this point on, things spiral downward. More and more resources are invested in the effort *not to lose*, which itself becomes the motivating force. Unfortunately, when events go this far in higher education, the possibilities are usually limited to either a humiliating reversal for the leader or a forced exit.

If the explanation for this Syndrome is even remotely accurate, there must be practical ways to avoid risking so much when the stakes are so low (at first). There are some.

Administrators and their confidants should be constantly alert to the dangers in small conflicts which invariably evoke

simple responses or poorly conceived though quick solutions. Experience suggests that leaders who believe the dangers to be significant from the start insist on more discussion and better calculations of the benefit/risk ratios. Finally, when the cost of any strategy begins to escalate, good administrators will do everything possible to put their egos aside, which can grow to impressive proportions in academia, in order to determine in a hard-headed fashion how much to invest in achieving the objective.

Basically, there are always respectable and graceful ways to avoid taking foolish risks, but these are rarely chosen if the central compulsion is simply to avoid losing. Of course, if not acting poses *real* risks to the university—or if the *tangible* benefits of achieving the objective are considerable—then an administrator should push ahead.

*Dr. William Pickens  
is the Director of WACUBO’s  
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## WACUBO’s Mission Statement

**WACUBO’s mission is to promote and maintain professional standards and conduct for institutional, administrative, and financial effectiveness.**

**The association endeavors to fulfill this mission by working toward the following goals:**

### Professional Development

- Providing high quality technical, financial, managerial, and leadership development programs
- Increasing participation in the professional development programs.

### Membership

- Improving member satisfaction
- Increasing membership at all levels
- Diversifying member institutions and participants

### Technology

- Using appropriate technologies for communication, delivery of services, and management of association activities

### WACUBO Leadership

- Promote leadership opportunities
- Outreach to senior level business officers
- Outreach to entry and mid-level business officers
- Developing committee continuity



## Professional Development

# Workshops Galore!

by Suzanne Green

Your Professional Development Committee has lots planned for you in 2002-03 at convenient sites to minimize travel time. We are dedicated to bringing you affordable training to help you with your work in higher education administration. This year's line-up is:

### Fall 2002 Workshops

- Understanding Fund Accounting (Basic), October 28/29\* Oakland, CA
- Change Management – December 6, San Diego, CA
- Crisis Management and Emergency Preparedness – October 21, Oakland, CA

### Spring 2003 Workshops

- CEO Expectations for the CBO, February, Los Angeles, CA
- Debt Management, February or March, Phoenix, AZ
- Understanding Fund Accounting (Basic) – April, Denver, CO
- Advanced Fund Accounting – April, Denver, CO

The titles of the Basic and Intermediate Fund Accounting workshops have changed to “Understanding Fund Accounting (Basic)” and “Advanced Fund Accounting”. These workshops, especially Advanced Fund Accounting, are being revamped based on feedback we received from participants at last year's workshops. **Thank you** to all who took the time to fill out the **workshop evaluation forms**. Your comments are used to make the workshops better!

**Are you interested in exploring issues about study abroad programs?** Many of us have study abroad programs and students that are being affected by political and cultural conflicts around the world. PDC wants to offer a forum for discussing issues and a range of solutions colleagues have developed so far. If you are interested in this topic and can help us develop a workshop, *contact PDC member Jerry Patton, at [jpatton@palomar.edu](mailto:jpatton@palomar.edu)*. Look for further announcements about this at the WACUBO website, under *Professional Development*.

**WACUBO workshop registration is new and improved... you can register on-line** for all WACUBO workshops. Go to the WACUBO website, and click on *Professional Development/Workshops*. As soon as the date and location for each workshop has been set, the workshop will be available for you to register. Then it's a matter of selecting the workshop(s) and registering.

#### Tales From the Front

*Do you have a story to tell* about something that happened at your institution that was beyond your control to prevent, but you and your institution went on to learn valuable lessons from the occurrence? Do you want to tell your story and the lessons learned? *Have we got an opportunity for you... actually, two opportunities!*

This fall, PDC will call for “Tales From the Front” from member institutions about the problems you've faced and solved. Now you have two opportunities to share your tale with colleagues. With this year's call, the proposal you submit will be considered for *publication in the WACUBO newsletter*. Also, of the many excellent proposals we receive and review, three will be *selected for presentation* at next year's WACUBO annual conference, May 3-7, 2003, in Banff, Alberta, Canada.

Thank you again to our “Tales From the Front” colleagues who made presentations at WACUBO's San Diego conference. They were “**Dealing with Death in the Workplace**” by Loi Dene Bennewitt, Director of Human Resources, Arizona Western College; “**e-Purchasing at the University of Nevada, Reno**” by Ray Moran, Director of Purchasing; and “**Overhauling and Streamlining the Budget and Financial Planning Process**” by Irene Moszer, Vice President of Finance & Administration, and Bill Ray, Associate Vice President of Finance and Administration, Pacific College.

**Contact Us!**

If you have ideas, questions or want to volunteer to help the Professional Development Committee put on workshops, feel free to contact me at [sgreen@csusm.edu](mailto:sgreen@csusm.edu). Professional Development Committee members are listed on Page 7.

*\*Date is tentative: may change to November 4/5*





## 2002 - 2003 Assignments

### Board, Committee Chairs and Committee Members

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**Monica Boulay**  
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## ACUBO INNOVATION COUNCIL MEMBERS, 2001-2

<b>Jay Morley,</b>	<i>(Chair)</i>	President and CEO, NACUBO
<b>Carla Balakgie, CAE</b>	<i>(NACUBO Stf.)</i>	SVP, Organization Advancement and Member Resources, NACUBO
<b>David Bosserman,</b>	<i>(SACUBO Rep.)</i>	Associate VP & Controller, Oklahoma State University
<b>Joe Garcia,</b>	<i>(NACUBO Rep.)</i>	VP for Finance & Administration, Texas A&M International University
<b>Suzanne Green,</b>	<i>(WACUBO Rep.)</i>	Association VP for Finance & Administrative Services, Calif.State Univ. - San Marcos
<b>Elizabeth Hart ,</b>	<i>(CACUBO Rep.)</i>	Director of Business Services, The Ohio State University
<b>Susan Jurow, CAE</b>	<i>(NACUBO Stf.)</i>	Executive Director, Center for Knowledge Management and Learning, NACUBO
<b>Sandra Lier,</b>	<i>(WACUBO Rep.)</i>	Associate VP Business Services, University of Washington
<b>Gaye Manning,</b>	<i>(SACUBO Rep.)</i>	VC of Finance & Administration, Southern Arkansas University Technical College
<b>Mark Olson,</b>	<i>(NACUBO Stf.)</i>	Senior Vice President, NACUBO
<b>Morgan Olsen,</b>	<i>(CACUBO Rep.)</i>	VP for Business & Finance, Southern Methodist University
<b>Terry Sampson,</b>	<i>(EACUBO Rep.)</i>	ED For Administrative & Business Services, Atlantic Cape Community College
<b>Charles Schwink,</b>	<i>(NACUBO Stf.)</i>	Vice President of Administration and Treasurer, NACUBO



## Tales from the Front

### Customer-Centered Resources

Web technologies are generating new opportunities at a tremendous rate.

*By Weldon Ihrig and Ed Lightfoot*

*A rapid growth in opportunities makes it difficult to know how best to reap the benefits. University of Washington envisions a deceptively simple, high-level, and highly inclusive customer-centered model*

The University of Washington's goal is to provide people with the information they need—when they need it, where they need it, and in a format that can easily be acted upon by using Web technologies.

#### **The Customer**

The customer is rightfully the center of the university information model. Universities have a complex set of relationships with a wide variety of constituents. In fact, the term *customer* is misleading in a university context. We are using *customer* to mean the full community of individuals who have a relationship with our institution. The new Internet-based relationships offer a unique opportunity to think more holistically about our customers and how we relate to them.

Customers interacting through the Web do not, and should not, have to think in terms of the institutional categories; they want information and services.

The university *customer* community includes students, prospective students, extension students, certificate program students, graduate and professional students, parents, alumni, donors, sports fans, patients, referring physicians, career planners, continuing professional education students, staff members, administrators, researchers, faculty members, teaching assistants, prospective employees, and more. Indeed, of the more than a million different people each month who use the University of Washington's website, fewer than 10 percent are students, faculty members, and staff members. Individuals are often in more than one category—such as alumni who are also patients, staff members who are also students, and parents who are also donors and sports fans. It is not difficult to imagine an individual moving from the status of student in a summer extension course to that of a prospective undergraduate, followed by becoming an undergraduate, then a patient, an alumnus, and then going on to professional school. They next go to continuing education through professional certification programs, a sports fan, a downloader of lectures, a legislatively active citizen, and eventually, donor.

We have a unique opportunity to deepen and enrich these relationships over an entire lifetime: building pride, loyalty, and enhanced opportunities for the university. It is important to develop an approach that is inclusive and creates synergies between the different relationships.

#### **The Web**

The Web is the universal lens through which we will offer access to all of the university's information resources and the transactions that accomplish work. A strategy that is not based on this principle will tend to create barriers to access.

Traditionally, the Web has been thought of as a way of publishing static content. It is now time to rethink the Web and view it as a flexible, active, and personalized transaction-oriented service environment that can offer content and services that recognize an individual's interests and needs. To accomplish this will require a set of policy and technology infrastructure services that don't yet exist at most of our institutions.

#### **Authentication**

Many universities are just beginning to broadly implement the concept of a single network ID. Taking this concept one step further, we are proposing the assignment of a single university ID that will give an individual access to the full range of university services over his or her lifetime. This ID can replace and bridge across the proliferation of IDs currently in use: employee IDs, student IDs, alumni numbers, and, most especially, the problematic social security number still used at many institutions.

Obviously there are many policy and implementation issues to consider in making this viable. If we are to offer services that involve sensitive information protected by privacy laws, transactions that represent potential liabilities or transactions that, if compromised, would affect the credibility and good reputation of the institution, we need to set up technologies that balance security with the level of risk.

#### **Authorization**

Once the infrastructure has authenticated the user and has provided the appropriate level of assurance that the individual is indeed who he or she logged in as, we need to understand what the roles, relationships, and authorizations are that are associated with that individual.

The ideal administrative approach will be a decentralized, self-service model using electronic forms. All requests for authorization will follow similar, self-managed review and approval processes used for all other administrative reviews. This workflow management approach is an important component that allows for the centralized management of authorization in a decentralized manner. (see chart, page 10).

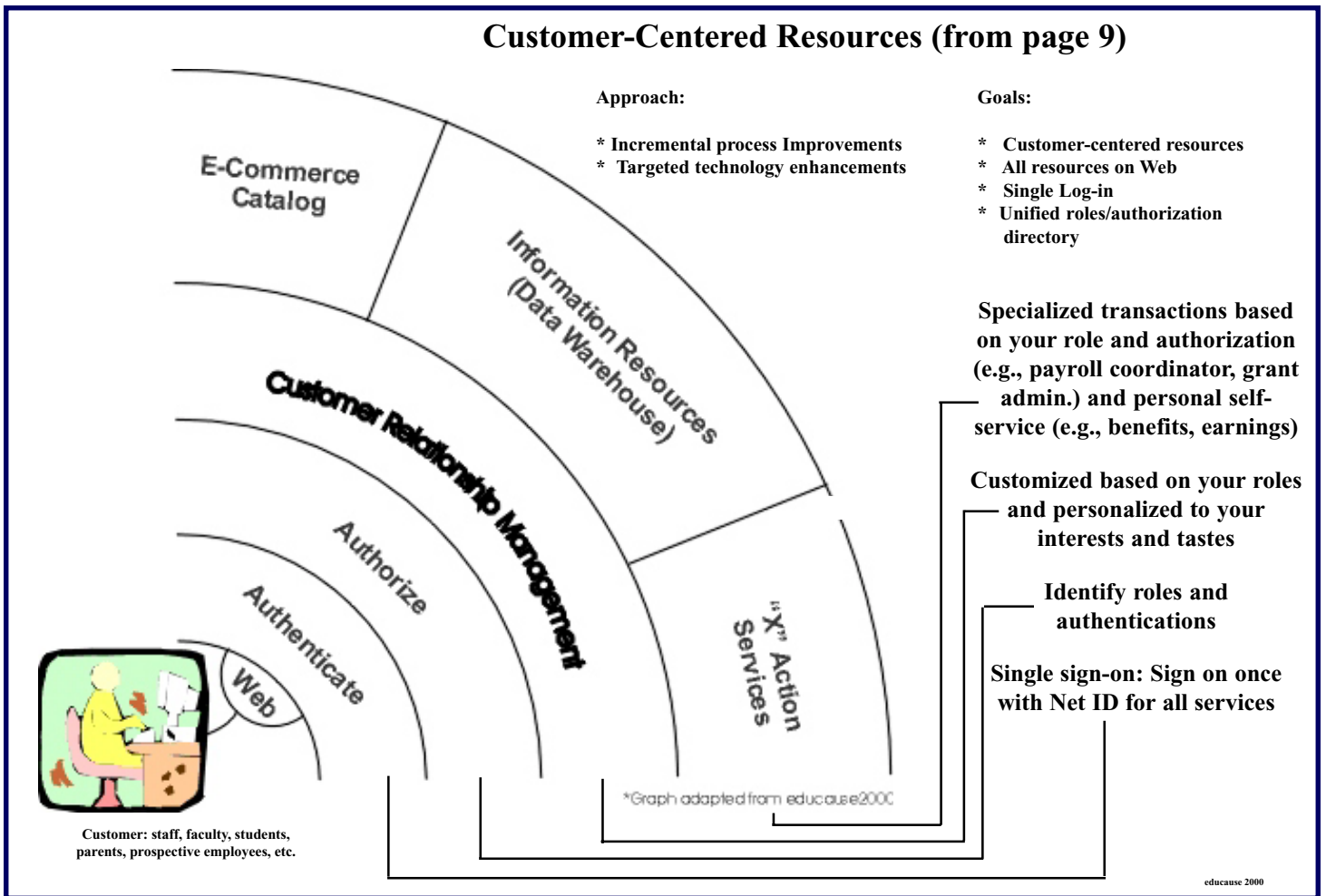
Another key component of the authorization infrastructure is the concept of a person registry that tracks individuals and their associated relationships with the institution. Many universities do not yet consolidate different roles, such as that of alumni, student, staff member, and faculty member, into a single identity. It is essential to do this if we are to offer the well-focused yet integrated and facilitating view of the institution to an individual.

*See next issue for more of customer-centered resources.*

*Weldon Ihrig is Executive Vice President and Ed Lightfoot is Director, Information Systems at the the University of Washington.*

*They can be reached at: [wihrig@u.washington.edu](mailto:wihrig@u.washington.edu), [elight@cac.washington.edu](mailto:elight@cac.washington.edu)*

## Customer-Centered Resources (from page 9)



## WACUBO Calendar:

### Upcoming Events:

July 20 - 23	NACUBO 2002: Business Officers Without Borders – Vancouver, BC, Canada
July 20	WACUBO Board Meeting – Vancouver, BC, Canada
July 26 - August 3	WACUBO Executive Leadership and Management Institute – Palo Alto, CA
July 28 - August 2	SACUBO College Business Management Institute – Lexington, Kentucky
July 28 - August 2	EACUBO Tenth Anniversary Administrative Management Institute – Ithaca, NY
July 31 - August 1	EACUBO AMI Reunion – Ithaca, NY
August 4 - 9	WACUBO Business Management Institute – Santa Barbara, CA
Sept. 27 - 28	WACUBO Board Meeting – Seattle, WA
October 28/29*	Understanding Fund Accounting (Basic) – Oakland, CA
December 6	Change Management – San Diego, CA
October 21	Crisis Management and Emergency Preparedness – Oakland, CA
February	CEO Expectations for the CBO – Los Angeles, CA
February or March	Debt Management – Phoenix, AZ
April	Understanding Fund Accounting (Basic) – Denver, CO
April	Advanced Fund Accounting – Denver, CO
April 20 - 23	WACUBO Annual Meeting – Banff, Alberta, Canada

\*(Date subject to change)



# Information Exchange Program

## IEP Shines Brightly at San Diego Annual Meeting

The 2002 Information Exchange Program in San Diego produced a vibrant atmosphere of networking between WACUBO members and 50 exhibiting business partners who shared challenges, opportunities and experiences pertinent to today's higher education administrators.

Sponsorships for WACUBO's San Diego meeting reached an all time record with 44 sponsoring companies providing a variety of contributions to enhance the meeting experience for WACUBO registrants. Thanks to one and all for your participation!

**Earning highest recognition in their 12<sup>th</sup>** year of sponsorship, Platinum Sponsor Follett Higher Education Group, represented by Scott Deaton, Alma Gutierrez and Bill Dowdy, kicked off the meeting with the traditional Sunday opening reception and dinner – Cinco de Mayo Fiesta at Sea World – and, of course, a WACUBO favorite, Monday night's "Sweets in the Suite."

Dedicated WACUBO golfers enjoyed a successful tournament sponsored once again by Gold sponsors Michael Cox and Michael Ashby of Tejas Securities.

George K. Baum and Company were the WACUBO Gold sponsors of the Annual Meeting reception and banquet — thanks especially go to Lee White, and, continued thanks to Lew Lewis of AIG VALIC who joined with Terry LeLievre of ServerLogic Corporation to share in the Gold sponsorship for the President's dinner cruise.

The 2002 Silver Sponsors included ARAMARK – Campus Services & ServiceMaster Facility Services for the Newcomer's Reception and a General Session speaker, ORACLE Corporation for Tuesday's San Diego Zoo luncheon entertainment, Bon Appetit Management Company for the keynote speaker, Sherry Manning with ECCI Long Distance Messaging Services, UniversityLease for the email station computers in the Cyber Center, Projector Superstore/CCS for projectors used in program sessions and PricewaterhouseCoopers for two issues of the WACUBO newsletter.

Appreciation also goes to our Bronze, Copper and Tin Sponsors:

### **Bronze**

AFSA Data Corporation  
A.G. Edwards & Sons, Inc.  
Bank of America, N.A. and  
Banc of America Securities, LLC  
Driver Alliant Insurance Services, Inc.  
Johnson Controls  
KeyBank  
Lehman Brothers  
MetWest  
Moody's Investors Service  
Prager, McCarthy & Sealy  
Sodexo Campus Services  
Student Advantage  
TIAA-CREF

### **Copper**

Chartwells Educational Dining  
Services  
Informed Decisions Corp  
MAXIMUS  
Morgan Stanley  
PeopleSoft  
Standard & Poor's  
The Bank of New York  
Vicenti, Lloyd & Stutzman

### **Tin**

Academic Management Services  
Barnes & Noble College Bookstores,  
Inc.  
Capstone West  
Cloud 9 Shuttle  
Fairfield Residential  
Minolta Corporation  
Richey Systems  
Web Service Company

Planning for the Banff meeting has already started. Please contact us at any time with your suggestions for program improvements. Advance registration forms for the 2003 Information Exchange Program went out in June. The Fairmont Banff Springs is a palatial stone structure modeled after stately Scottish castles with a world-wide reputation as a year-round luxury resort in the grand European fashion. Don't miss the 2003 Annual Meeting, April 20-23, in the awe-inspiring Canadian Rockies!

*Susan Geiss of  
University of Southern California, and  
Linda Stewart  
of San Diego State University  
are Co-Chairs for WACUBO's Information Exchange Program.  
Vendors interested in participating in future  
opportunities can reach them at:  
lstewart@mail.sdsu.edu  
sgeiss@busaff.usc.edu*



## Call for Presentations

# Professional Development Committee Calls for Proposals

**Expanded Member Participation Opportunity**

**2003 WACUBO Annual Meeting Presentation**

**April 20-23, 2003, Banff, Alberta, Canada**

*and*

**WACUBO Newsletter Articles**

Do you have a story to tell about something that happened at your institution that was beyond your control to prevent, but you and your institution went on to learn valuable lessons? Do you want to share your solutions and lessons learned with WACUBO colleagues?

The WACUBO Professional Development Committee (PDC) is calling for WACUBO college and university members to submit their "Tales From the Front" (TFTF).

Here is your opportunity to share with colleagues both the solutions you have created at your institution, and the significant lessons you have learned from challenges you have faced.

We are looking for contributors from all types and sizes of colleges and universities throughout the western region to submit their presentation proposals for consideration by the WACUBO Professional Development Committee.

The TFTF program has proved so successful that it's being expanded. Your "Tale" will be considered for both publication in the WACUBO newsletter and for presentation at the 2003 WACUBO Annual Conference.

For the 2003 Conference, at Banff, Alberta, Canada, we'll select up to nine proposals for presentation. *Those selected for presentation* at the Conference will be scheduled as a conference breakout session. Not only will you be an integral part of the program, but you'll

also receive a free WACUBO annual meeting registration when selected as one of the proposal presenters.

*Those selected for publication* in the WACUBO newsletter will not only see their name and ideas in print, but will also receive a free registration to one of our PDC workshops.

The topics we're interested in are as broad as a college/university business officer's job...risk management, debt management, GASB implementation, USA PATRIOT Act implementation, emergency preparedness, change management, financial solutions to difficult situations, managing campus expectations...this is not an exhaustive list by any means, but it gives you an idea of the broad range we're interested in.

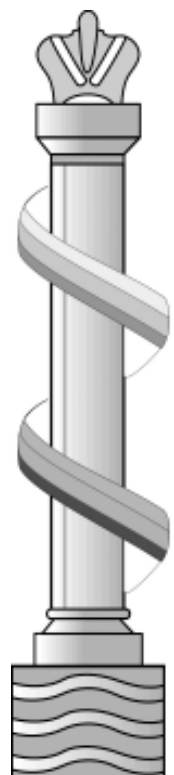
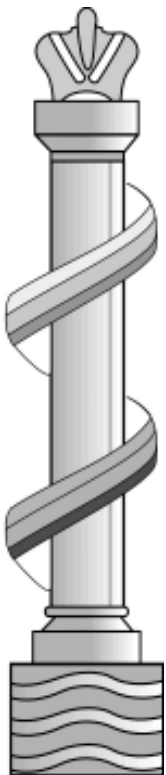
If you would like to submit a proposal, please use the format below and e-mail your proposal to Sandy Boyle (sboyle@u.washington.edu) by Friday, October, 18, 2002. Sorry, no late proposals accepted.

### ***Required format for all submissions:***

- Presenter's name, title, college/university's name, address, phone number and email address
- One page synopsis of the problem, the solution, the lesson's learned that might help colleagues. The synopsis should be 500 words or less, using Microsoft Word or WordPerfect. If selected for publication, we may ask you to do minor editing for space so it can appear in the WACUBO Newsletter. Please state permission for WACUBO to publish your synopsis.
- Outline of the content of your presentation (2 pages maximum).

The Professional Development Committee will look for relevance of the issue/problem to sister colleges/universities, organization of presentation, clarity of expression, and originality of concept and approach. If you have any questions about the call for member presentations and articles for publication in WACUBO's Newsletter, please contact Sandy Boyle, Vice Chancellor for Finance and Administration, University of Washington, Tacoma, sboyle@u.washington.edu.

**We look forward to hearing from you!**





# Special Focus Groups Reports from San Diego

## Small Institutions Committee sets Strategic Plan in Motion

By Bill Ray

I hope you had a great time at the WACUBO conference in beautiful San Diego. We had a packed Small Institution luncheon and business meeting. During the luncheon, we had a very good presentation and discussion from Mary Ann Quay and Wade McMullen from Vicenti, Lloyd, & Stutzman (our sponsors) on how business practices and reporting for small colleges will be affected by the Enron discoveries. A good and helpful roundtable discussion followed to fill the remainder of our time. My thanks to all those that participated. I always look forward to this meeting. If you missed the meeting, hopefully you will join us next time in Banff!

We received some valuable feedback from the surveys we distributed and collected at the luncheon meeting. My thanks to all that filled them out. If you missed filling out a survey and would like to, please let me know. We use the survey information to guide the Small Institution Committee and help develop our Strategic Plan.

The Small Institution Committee will hold a strategic planning meeting in September to review and update our Three Year Strategic Plan. If there is a project you would like us to consider or concern you would like us to address, please let us one of us know prior to our meeting.

If you have any questions or suggestions on how the Small Institution Committee can better meet your needs, please let me or another committee member know. A complete list of the committee can be found on Page 7.

## Community Colleges Look to Increase Development Opportunities

By Jerry Patton

At the WACUBO Annual Meeting in San Diego, the Community College Caucus discussed various ways to increase interaction and involvement of business officers in WACUBO.

We were very pleased that NACUBO President Jay Morley dropped by our luncheon to share the professional development efforts of WACUBO and NACUBO to include community colleges in many areas. Plans include increased professional development opportunities, and within the ACUBO initiative (see page 3), targeting community colleges as a two-part strategy to deliver professional development services to members.

Bob Clemmons also joined us and was very helpful in a discussion of communication tools and methods for improving visibility. The members discussed: web pages for Community Colleges on the WACUBO web site, professional development topics and state associations for Community College business officers. Several members volunteered to assist with these proposals to move them forward into an action plan. A task force for web page development was formed and will exchange ideas, including areas of special concern that are unique to Community Colleges, such

as community support in disaster preparedness, weekend programs, trade training, food service markets, e-commerce and student preparation.

The WACUBO Community College Committee will assist with further development and refinement of professional development topics to forward to the WACUBO Professional Development Committee.



## Business Management Institute August 4 - 9

There's still time to register and we're ready for you! Fill that beach bag, grab a jacket and head for the 46th WACUBO Business Management Institute at Santa Barbara. In cooperation with the University of CA, Santa Barbara, WACUBO will present the Institute from August 4-9.

Join Tom Champoux of the Effectiveness Institute for a keynote address that will demonstrate how simple, genuine conversation can be the most powerful tool a leader can possess.

In Year One, learn specifics about higher education law, enjoy a rousing course on motivation and broaden your knowledge of the human resource function. Select a course on college and university accounting for accountants or non-accountants and learn about the higher education organization.

Year Two offers detailed information about the budget and planning process, information technology and principles of management. Creativity in problem solving and use of humor in the workplace show how originality and dynamism can be inspiring.

Students in Year Three will contemplate and discuss solutions to common challenges on campus through the use of facilitated case study sessions. Participants are also required to write a very brief case study about a situation or challenge from their own workplace. There will be a session on leadership in higher education, and each morning will begin with a thought-provoking presentation on a different administrative or management topic.

The Year 4 program will stimulate students to think beyond the job and consider a new perspective. Topics include leadership, a day of strategic planning, legal issues, performance measurement and change as an asset. Other sessions will cover higher education challenges and discuss major issues of participant's choice.

"Visionary Leadership" in the Continuous Learning program will discuss the transition from traditional to inspired leadership styles and focus on sustaining excellence, the new leader, and understanding waves of change. Tom Champoux and Dave Frohnmayer, president of the University of Oregon, are vibrant, energetic presenters and Institute favorites.

The CSU 1 program made its debut in 2001 and will be repeated this summer. Designed by the Financial Officers Association of the California State University System, the two-day curriculum provides an orientation for new staff with an explanation of the "uniques" of CSU. Attendance is limited.

Evenings at the Institute are structured to encourage networking, kicking back and enjoying the beautiful Santa Barbara weather and scenery. Please join us at UCSB in August!

# Western Association of College and University Business Officers

## Financial Statements

### December 31, 2001 and 2000

**The following reports represent the financial standing of the organization  
for the last two fiscal years, ending in December.**

**These notes apply to the Financial Statements that follow:**

**(1) Organization**

The Western Association of College and University Business Officers (WACUBO) was founded in 1937. WACUBO is one of the four regional associations (Central, Eastern, Southern, Western) making up the National Association of College and University Business Officers (NACUBO). WACUBO offers individuals in the western region a myriad of opportunities to develop professionally, identify solutions for issues affecting higher education, and to network with their colleagues.

**(2) Significant Accounting Policies**

• ***Basis of Presentation***

The financial statements of WACUBO have been prepared on the accrual basis of accounting. The accompanying financial statements have been prepared in accordance with Statement of Financial Accounting Standards (SFAS) No. 117, *Financial Statements of Not-for-Profit Organizations*. All of WACUBO's net assets and revenue, expenses, gains and losses are unrestricted.

• ***Investments***

All investments are recorded at cost when acquired and adjusted to fair market value through the recognition of unrealized gains and losses. Fair market value is based upon quoted market prices.

• ***Spending Policy***

The Board of Directors reviews the long-term investment spending policy annually. The spending policy authorizes 5% of the average balance of the investments for the prior 3 years to be used as operating budget revenue, Board approved payout. Total return on investments includes any ordinary income, realized and unrealized net gains or losses. To the extent that the Board established spending amount differs from the actual total return, that difference is reflected as a other income or loss, rather than including such amount in net operating income.

• ***Tax Exempt Status***

WACUBO qualifies under Section 501 (a) of the Internal Revenue Code as an organization described in section 501 (c)(3), and is exempt from federal and state income taxes on related activities. No tax provision has been made in the accompanying statement of activities.

**(3) Investments**

All investments are considered funds functioning as endowment and consist of the following:

	December 31, 2001		December 31, 2000	
	Cost	Market	Cost	Market
Bond Index	\$ 50,000	53,032	\$ 50,000	52,091
Index Trust	140,000	200,056	125,000	214,391
Smallcap	95,000	93,684	75,000	72,111
International equities	90,000	79,303	70,000	77,122
<b>Total</b>	<b>\$ 375,000</b>	<b>426,075</b>	<b>\$ 320,000</b>	<b>415,715</b>

# Western Association of College and University Business Officers

## Balance Sheet

	<u>Year Ended December 31, 2001</u>			<u>Year Ended Dec. 31, 2000</u>		
	Treasurer Accounts	ELMI Program	Total	Treasurer Accounts	ELMI Program	Total
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>						
<b>Net income (loss)</b>	\$22,334	\$3,512	25,846	\$4,731	\$640	5,371
Net realized and unrealized (gains) losses on invest	44,640			53,111		
<b>Changes in:</b>						
Accounts receivable	798	(3,725)	(2,927)	(2,215)	(40)	(2,255)
Other assets	9,569	0	9,569	(921)		(921)
Current liabilities	196,452	(2,000)	194,452	(2,448)	(350)	(2,798)
<b>NET CASH PROVIDED (USED) BY OPERATING ACTIVIT</b>	<b>273,793</b>	<b>(2,213)</b>	<b>201,094</b>	<b>52,258</b>	<b>250</b>	<b>(5,974)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>						
Purchases of investments	(55,000)			(45,000)		
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	<b>(55,000)</b>	<b>0</b>	<b>(55,000)</b>	<b>(45,000)</b>	<b>0</b>	<b>(45,000)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>						
	-	-	-	-	-	-
<b>Net increase (decrease) in cash and cash equivalen</b>	<b>218,793</b>	<b>(2,213)</b>	<b>216,580</b>	<b>7,258</b>	<b>250</b>	<b>7,508</b>
<b>Cash and cash equivalents, beginning of the year</b>	<b>131,592</b>	<b>14,777</b>	<b>146,369</b>	<b>124,334</b>	<b>14,527</b>	<b>138,861</b>
<b>Cash and cash equivalents, end of the year</b>	<b>\$350,385</b>	<b>12,564</b>	<b>362,949</b>	<b>\$131,592</b>	<b>\$14,777</b>	<b>146,369</b>

**WACUBO**  
**Statement of Activities**

	Year Ended December 31, 2001			Year Ended December 31, 2000		
	Treasurer Accounts	ELMI Program	Total	Treasurer Accounts	ELMI Program	Total
<b>Income from Operations</b>						
<b>Dues</b>						
Subscriber	\$15,720		\$15,720	\$15,750		\$15,750
Membership	48,660		48,660	51,803		51,803
<b>Total Dues</b>	<b>64,380</b>		<b>64,380</b>	<b>67,553</b>	<b>0</b>	<b>67,553</b>
Board approved payout (note 2)	19,980		19,980	17,650		17,650
Sponsored income	217,670		217,670	210,750		210,750
Registration fees	400,970	79,069	400,970	482,558	82,484	565,042
Interest and dividends	5,080		5,080	10,394	78	10,472
Other Revenues	89,449		89,449	16,998	34	17,032
<b>Total Operating Income</b>	<b>797,529</b>	<b>79,069</b>	<b>797,529</b>	<b>805,903</b>	<b>82,596</b>	<b>888,499</b>
<b>Expense</b>						
Marketing	45,452	2,584	48,036	50,416	3,099	55,515
Administration & facility costs	105,779	15,645	121,424	102,395	15,550	117,945
Program	76,975	4,521	81,496	60,876	4,420	65,296
Faculty and staff	96,939	22,925	119,864	83,670	22,774	106,444
Catering/food	200,730	165	200,895	176,986	721	177,707
Participant lodging and food	74,695	29,717	104,412	138,986	33,392	172,378
Special and optional events	11,885		11,885	25,843		25,843
Professional fees	21,795		21,795	14,222		14,222
Travel and meeting costs	38,381		38,381	63,697		63,697
Other operating costs	46,096		46,096	32,028	2,000	34,028
<b>Total Operating Expenses</b>	<b>718,727</b>	<b>75,557</b>	<b>794,284</b>	<b>749,119</b>	<b>81,956</b>	<b>831,075</b>
<b>Net Operating income</b>	<b>78,802</b>	<b>3,512</b>	<b>82,314</b>	<b>56,784</b>	<b>640</b>	<b>57,472</b>
<b>Other Income: Total Return on Investments (note 2)</b>						
			0			
Interest & dividends - Vanguard	8,152		8,152	18,708		18,708
Net unrealized and realized gains (losses)	(44,640)		(44,640)	(53,111)		(53,111)
<b>Total return</b>	<b>(36,488)</b>		<b>(36,488)</b>	<b>(34,403)</b>		<b>(34,403)</b>
Less Board approved payout	(19,980)		(19,980)	(17,650)		(17,650)
<b>Excess (shortfall) of total return</b>	<b>(56,468)</b>	<b>0</b>	<b>(56,468)</b>	<b>(52,053)</b>		<b>(52,053)</b>
<b>Net Income (loss)</b>	<b>22,334</b>	<b>3,512</b>	<b>25,846</b>	<b>4,731</b>	<b>640</b>	<b>5,371</b>
<b>Unrestricted net assets at beginning of year, as restated (note 4)</b>	<b>524,254</b>	<b>10,081</b>	<b>535,055</b>	<b>519,523</b>	<b>10,161</b>	<b>529,684</b>
<b>Unrestricted net assets at end of year</b>	<b>546,588</b>	<b>14,313</b>	<b>560,901</b>	<b>524,254</b>	<b>10,801</b>	<b>535,055</b>

**WACUBO  
Cash Flow**

	Treasurer Accounts	ELMI Program	Total	Treasurer Accounts	ELMI Program	Total
	<u>Year Ended December 31, 2001</u>			<u>Year Ended December 31, 2000</u>		
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>						
Net income (loss)	\$ 22,334	\$ 3,512	\$ 25,846	4,731	\$ 640	\$ 5,371
Net realized and unrealized (gains) losses on investments	44,640			53,111		
<b>Changes in:</b>						
Accounts receivable	798	(3,725)	(2,927)	(2,215)	(40)	(2,255)
Other assets	9,569	0	9,569	(921)		(921)
Current liabilities	196,452	(2,000)	194,452	(2,448)	(350)	(2,798)
<b>NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES</b>	<b>273,793</b>	<b>(2,213)</b>	<b>201,094</b>	<b>52,258</b>	<b>250</b>	<b>(5,974)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>						
Purchases of investments	(55,000)				(45,000)	
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	<b>(55,000)</b>	<b>0</b>	<b>55,000)</b>	<b>(45,000)</b>	<b>0</b>	<b>(45,000)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Net increase (decrease) in cash and cash equivalents	218,793	(2,213)	216,580	7,258	250	7,508
Cash and cash equivalents, beginning of the year	131,592	14,777	146,369	124,334	14,527	138,861
Cash and cash equivalents, end of the year	\$ 350,385	12,564	362,949	\$ 131,592	\$ 14,777	146,369

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