



WACUBO Word of the Day— *Bewilderment*

CYNTHIA TENIENTE-MATSON, WACUBO PRESIDENT

It seems fitting to describe the uncertainty facing higher education with terms like amazement and bewilderment. Higher education business officers are charged with managing campus operations in a global economy where oil costs are rising to historical highs. The impact on our campus communities' has been pronounced, with continual increases in the cost of utilities, food and transportation. New threats abound on our once seemingly safe and secure campuses. Overlay the collapsing loan market with the implications of the presidential candidates canvassing our campuses, and bewilderment may seem understated. As I look ahead at the next several months, the external forces impacting higher education call for a continual reassessment of how we serve our campus communities.



CYNTHIA TENIENTE-MATSON

Speakers at the WACUBO annual meeting challenged us to rethink the future of higher education and offered insight into managing our ever changing job demands. The program committee chaired by 1st Vice President Dennis Klaus from Salt Lake City Community College provided a blend of higher education leaders and industry speakers. The Host Committee chaired by Debbie Thompson, from Maricopa Community College and Gregg Goldman from USC created a WACUBO oasis at the Wild Horse Pass. Conference attendees reconnected with colleagues and business associates while embracing professional stimulation and a bit of well-deserved relaxation.

I assumed the WACUBO presidency from Mike Unebasami at the conclusion of the 2008 annual meeting. On behalf of the membership, we thank Mike for sharing the Aloha Way leadership style throughout his service. We also bid farewell to Jay Kenton as he concluded his board service to WACUBO. Jay's expertise and leadership will have a long lasting effect on the board's business operations. Our own Stan Nosek is serving as NACUBO's board chair and senior past president of our board. The WACUBO organization serves as a volunteer organization and offers great opportunities for members throughout our region to get involved. Everyone makes a difference. Consider serving your profession—the intrinsic rewards are significant. After the conference, we parted ways; I headed back to Fresno State for year-end closing activities and getting prepared for the 2008/2009 academic year.

CONTINUED ON PAGE 2

LETTER FROM THE PRESIDENT (CONT'D)

WACUBO remains committed to offering a variety of workshops that will offer guidance and support for business office professionals. Under the leadership of Dan Morris, the Professional Development Committee is focused on quality instructors and relevant curriculum that deals with current topics. WACUBO's well-known Institutes are rapidly approaching, commencing in early August with the Business Management Institute at UC Santa Barbara and the Executive Management Leadership Institute at Stanford University. Monica Boulay and William Pickens lead the institutes with a keen eye towards making each and every session a quality experience. The institute format is an intensive residential experience that focuses on higher education business skills and personal development. I urge you to explore the range of professional offerings. This year, the WACUBO Board of Directors is exploring financial fee waivers to make existing PD workshops or institutes available to those institutions that otherwise may not be able to attend. Stay tuned for more details.

Over the last few weeks, I was vividly reminded that teamwork and attitude can create results that are singularly unattainable. I witnessed a living example of this synergy by my own Fresno State Diamond Bulldogs—the 2008 College World Series Champions. Their season began with a slow start and the team progressed through super-regionals and nationals with

consistent media reports about their Cinderella success. From “Underdogs to Wonderdogs” read the t-shirts worn by family members and the local fans who travelled from Fresno to Omaha. Their inspiration and positive energy was contagious as they proceeded to defy the odds with record-setting performances on the national stage. The Bulldog fan base grew as the newly found fans progressed from feelings of bewilderment to pure admiration. It's an inspiring sight to watch students achieve their dreams both in the classroom and on the field. No bewilderment, plain and simple—higher education professionals make a significant difference in the lives of our future leaders. As they say on the field—is there a dog in the house?

Woof. Go Dogs!



MAHALO

to outgoing president,
Mike Unebasami.

SUBMISSION OF ARTICLES

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

OFFICERS

President	Cynthia Teniente-Matson — California State University, Fresno
First Vice President	Dennis Klaus — Salt Lake Community College
Second Vice President	Charles Ingram — University of Arizona
Secretary	Patty Charlton Dayar — College of Southern Nevada
Treasurer	Loretta Leavitt — San Diego State University
Newsletter Editor	Eric Mosher — University of Washington Thomas Gaffery — California State University, Fresno

CHANGE OF ADDRESS

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

Tales from the Front 2009— A Call for Proposals

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

The WACUBO Professional Development Committee is calling for WACUBO college and university members to submit their *Tales from the Front*.

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

Four of these *Tales from the Front* will be selected for presentation as workshop sessions at the 2009 WACUBO Annual Meeting in Salt Lake City. Presenters will receive two complimentary WACUBO annual meeting registrations (up to two per presentation).

The conference theme is: “Higher Education at a Crossroads: Regaining Perspective”—a topic certainly relevant in higher education! From leadership, organizational behavior and communication to finance, risk management and information technology; the relevant topics are endless! Remember we learn from each other and what better way to share real life experiences with your colleagues.

INTERESTED IN SUBMITTING A PROPOSAL?

Please use the format below and email your proposal to Marti Ash (marti.ash@unlv.edu) by **Thursday, October 16, 2008**.

REQUIRED FORMAT FOR ALL SUBMISSIONS:

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

CRITERIA FOR ALL SUBMISSIONS:

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

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

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

Tales from the Front Sessions a Hit with Attendees

Yes, you did it again! These amazing sessions were a huge success during the annual WACUBO conference in Phoenix. Attendance was excellent as we heard from our peers on a wide range of topics. All of the presenters are to be commended! *Tales from the Front* was proud to select these successful sessions which included: Quali Financial System, Research Administration and Rice—An Open Source Collaboration at the University of Arizona; Moving from Tradition, To Transition, And on to Transformation; Emergency Response: Lessons Learned; and How to Succeed in Succession Planning.

WACUBO Annual Meeting

Higher Education at a Crossroads: Regaining Perspective

Host Committee Invites you to Salt Lake City

As chair of the 2009 Host Committee, please Save the Date to join us in Salt Lake City for our 2009 Annual Meeting. It will be an excellent professional development and networking experience! The event will be held at the prestigious Grand America Hotel, and the committee has already started working to make next year's event a unique and memorable experience. In addition to time spent with colleagues from other higher educational institutions, think about coming early or staying late to explore our clean and friendly city from Historic Temple Square to the newly renovated State Capitol, or our first class museums, galleries, and performing arts venues. Professional sports teams, wonderful restaurants, and vibrant shopping

areas provide plenty of things to do as you explore the city — either on foot or via light rail. In addition, many natural beauties are only minutes away; from the spectacular Wasatch Mountains to other hiking, rock climbing, and skiing opportunities (even in May!). However long your stay, please enjoy your time here in Salt Lake City, and the amenities of the AAA Five Diamond Grand America Hotel. I look forward to seeing you in May 2009!

Jeffrey J. West
University of Utah
WACUBO 2009 Host Committee Chair

For more information about things to do and see in the Salt Lake City area, visit the Salt Lake Convention and Visitors Bureau website www.visitsaltlake.com



SALT LAKE CITY SKYLINE (COPYRIGHT SLC CONVENTION & VISITORS BUREAU; PHOTO BY ERIC SCHRAMM)

May 3-6, 2009

Program Committee Begins Work for 2009 Annual Meeting

Immediately following the 2008 Annual Meeting in Phoenix, the 2009 WACUBO Program Committee met to begin work on next year's program. This great group of individuals who have been using feedback from surveys and institutional representatives to gather topics of importance to business officers and higher education.

Working with the tentative theme of "Higher Education at a Crossroads: Regaining Perspective" the Committee has begun to assemble a list of speakers and presentations that will make a spectacular program for next year's Annual Meeting in Salt Lake City.

Our 2009 location, Salt Lake City, is an attractive and growing area. Be sure to take advantage of the unequalled views and year round outdoor recreation that Salt Lake has to offer. Not only is there the beauty of the surrounding nature, but as Utah's capital and the host of the 2002 Olympic Games, Salt Lake also has a thriving economy and remarkable history. Here you can find the

amenities of a large metropolitan area, while at the same time feel the warm hospitality of a small western town.

With May's average high temperature of 71 degrees, Salt Lake City is going to be gorgeous and will allow attendees to take advantage of the fifteen national parks and monuments that are all within a day's drive. Here you can find the canyons filled with hikers, rock climbers, mountain bikers and other outdoor enthusiasts. Also enjoy an outdoor trip to the zoo or aviary, hop aboard a sunset dinner cruise on the Great Salt Lake, or do some downtown shopping where the first department store in the United States opened for business in 1868. If you also enjoy the arts you will find that Salt Lake City is an incredible destination to visit; with the world-famous Mormon Tabernacle Choir, various other performing arts opportunities.

Charles Ingram
University of Arizona
Program Committee Chair



GRAND AMERICA HOTEL
(COPYRIGHT SLC CONVENTION & VISITORS BUREAU)



ONE OF MANY SALT LAKE CITY GOLF COURSES
(COPYRIGHT SLC CONVENTION & VISITORS BUREAU; PHOTO BY RICK MCCLAIN)

Phoenix Information Exchange Program



The 2008 Information Exchange Program in Phoenix was a huge success; with business partners and WACUBO members sharing goals, opportunities and challenges important to today's higher education administrators.

Thank you all for your participation in the 2008 Information Exchange Program. I particularly want to thank our sponsors. Especially noteworthy is our, Platinum Sponsor **Follett Higher Education Group**, represented by Scott Deaton, Bill Dowdy and Mary Perry. This year we had one rowdy time at the ole corral by kicking up our heels at Rawhide, a special event center designed to give one and all a taste of the Wild West. It was a fine start to a worthwhile program of events and sessions. Monday night's Sweets in the Suite actually took on a different flavor by being held under the stars. Our members enjoyed the music, warm weather and especially those sweet treats. Thanks again to Follett for continuing to sponsor these important events year after year!

Gold sponsor **Bank of America**, represented by Debbie Austenson, Rick Bregman, Erin Gore, Marianna Pisano, Bill Ford, Pete Sullivan, Sharon Capizzo, Rick Chisholm, and Raigen Padayachee, again sponsored our golf tournament, held at the challenging Whirlwind Golf Club course.

Gold sponsor **Alliant Insurance Services, Inc.**, represented by Mary Wells, Chris Tobin, Brian White and Sarah Soushek, sponsored the President's Dinner. This year the main event was held in the afternoon at Chase Field (home of the Arizona Diamondbacks). Thanks go out to Alliant for helping us make this a most memorable occasion!

Gold sponsor **Commonfund**, represented by Steven Vielhaber, Joe Mulford and David Main, sponsored the Annual Banquet. It was a beautiful event featuring food, fun and lots and lots of music!

The Host Committee is well underway in planning our 2009 event. The meeting will be held from May 3 through 6, 2009 in Salt Lake City, at the great Grand America Hotel.

We are already taking advance reservations for exhibit booths and sponsorships. Please look for information on the web at www.wacubo.org or email me at poliver@sandiego.edu.

See you in Salt Lake City!

Pat Oliver
Information Exchange Program

SPONSORS

PLATINUM

Follett Higher Education Group

GOLD

Alliant Insurance Services, Inc. • Bank of America Commonfund

SILVER

- Bon Appetit Management Company
- George K. Baum & Company
- Grant Thornton LLP
- Honeywell International
- ISES Corporation
- Johnson Controls
- KeyBank
- Squire, Sanders & Dempsey, LLP
- The Bank of New York Mellon
- Wachovia

BRONZE

- ARAMARK Higher Education
- Barnes & Noble College Booksellers
- ImageNow by Perceptive Software, Inc.
- Lehman Brothers
- Sodexo Education
- TIAA-CREF
- Tuition Management Systems

COPPER

- Canon USA
- Chartwells Higher Education Dining Services
- KPMG LLP
- Moss Adams LLP
- SSC Service Solutions
- Standard & Poor's
- SunGard Higher Education
- Vicenti, Lloyd & Stutzman LLP
- Xerox Corporation

TIN

- Capstone Development Western Division
- CASHNet



WACUBO Winter Management and Leadership Institute

With the summer heat upon us, it's time to dream of cooler weather seasons and begin making plans to attend the **WACUBO Winter Management and Leadership Institute**. Scheduled for January 16 - 20, 2009, the program will again be held in Tucson, Arizona at the Tucson Marriott University Park. This is an excellent opportunity to meet new colleagues and connect with other higher education professionals during the four days of interactive sessions and professional development.

This program is perfect for professionals who have trouble making time to attend WACUBO's Summer Institutes, then the WMLI may be the ideal program for you. Designed by WACUBO's Small Institutions Committee, this Institute offers the same high quality, intensive experience as WACUBO's two Summer Institutes, but in a more convenient time frame. The program was originally envisioned as a program for business officers, senior staff, directors and managers from **small institutions** who cannot get away in the summer, but who desire an Institute experience with higher education colleagues. However, the scope has expanded to include individuals from **community colleges and academic departments** in large institutions who have broad responsibilities, limited staff and who tend to "wear many hats."

To minimize time away from the office, the program begins on Friday and finishes on Tuesday, over the Martin Luther King Jr. holiday weekend. Sessions will incorporate group interaction and networking opportunities on timely topics presented by nationally-known faculty. In addition, there are valuable networking opportunities to discuss management and leadership challenges with colleagues.

Session topics and issues being considered include leadership, current campus challenges, finance, human resources, legal issues, communication, strategic planning, creative problem solving, and risk management. In addition to interactive presentations, participants will engage in small group work, case studies and collaborative brainstorming.

Watch the WACUBO website in the coming months at www.wacubo.org for more details about the Winter Management and Leadership Institute.

For questions contact Monica Boulay, Director, at EduSpeak@aol.com or 520-298-8680.

IN MEMORIAM

Chuck Schwink, who served as NACUBO Senior Vice President, Administration and Treasurer, passed away on June 15, 2008, following a battle with cancer.

Chuck began his service with NACUBO in 2001 and was responsible for the daily oversight of financial services, human resources and information technology.

During his tenure, Chuck's many accomplishments benefited the association and its membership. He served as staff liaison to the NACUBO Board Audit and Finance Committee and he managed budget surpluses from FY03 through FY06. Chuck was instrumental in increasing the association's investment portfolio from \$1.5 million in 2001 to \$5.5 million today. He spearheaded the development of NACUBO's in-house webcast capabilities, making it easier and more affordable for members to obtain CPEs through professional development programs. He successfully coordinated the association's move to its current Vermont Avenue headquarters. His plan created a seamless transition with minimal disruption to members.



2008 Business Management Institute *Still time to Register for August 3-8*

Last chance to register for the 52nd WACUBO Business Management Institute at Santa Barbara! Scheduled for August 3-8, plan to update skills and learn about best practices in higher education. Spend a week at the beach in challenging professional education sessions, as you renew your spirit and connect with your higher education colleagues. Stay on top of the latest information and changing trends to be effective in your career.

Institute faculty and our hosts at the beautiful oceanfront campus of the University of California at Santa Barbara are ready to provide you with a week of learning, special events, fun and plenty of opportunities to meet and explore issues with other professionals in your field.

Fun and relaxation are the themes of evening events, with outdoor buffets, karaoke and pub night, an ice cream party, a beach bash and a DJ and dance—all meant to encourage conversation, recreation and revitalization, while appreciating the lovely weather and surroundings at UCSB. Bring a T-shirt from your institution to exchange at Tuesday's beach party, and get ready to dance on Thursday!

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

In the Continuous Learning program, *The WACUBO Leadership Skills MBA*, Sean Joyce of Omega Consultants to Management will take you through an "MBA boot camp" covering the key skills of personal peak performance. You will explore human development and focus on developing the skills that are necessary for personal and professional success. Sean will lead a dynamic, in-depth, interactive session covering many of the communications and management skills necessary to manage people and projects effectively. A sample of the topics include influencing people, concise communication and customer service; design, uses and interpretation of organizational surveys; successful coaching and best practices for using projective personality profiles. Karen Hoefel, vice president for administrative services at Los Angeles Mission College, will continue as Continuous Learning coordinator.

The Year 4 program, *Leadership Challenges in a Changing Environment*, combines topics, case studies and considerable small group interaction to prepare students for leadership in higher education. Serving as coordinator will be Mernoy Harrison, vice president and executive vice provost of Arizona State University's online and extended campus. He will lead an interactive discussion exploring challenges in the university environment. Rufus Glasper will present sessions on leadership in thought and practice and Jairy Hunter will facilitate a day of in depth, hands-on strategic planning. Study change as an asset with Ruth Johnston, and discuss principles and techniques in measuring organizational performance. In *Building the Business Case*, Bill Jenkins will present a strategy to evaluate operations by gathering information, framing value drivers, leveraging benchmarks, and establishing effective implementation plans. Beverly Ledbetter will highlight legal issues, explaining how to make effective use of your attorney. Hear Don Norris present strategies for financing and leveraging technology during tough economic times. On Friday, an interactive panel will offer participants an opportunity to ask questions and discuss major issues.

Students in Year Three will reflect on, discuss and debate solutions to common institutional challenges through the use of facilitated case studies. Participants are also required to write a very brief case study about a situation or issue in their own workplace. Sandra Lier, retired associate vice president at University of Washington, will serve as coordinator and facilitator; Chris Christofferson, Susan Clarke and Stacy Pearson will also facilitate case study discussions. Adjunct facilitators include Lorretta Leavitt and Craig Purkey. Stacy Pearson will discuss ethics, compliance and how to do the right thing. Ruth Johnston will present a session on developing effective leaders, and Dave Frohnmayer will discuss the maxims and pitfalls of higher education leadership. Allison Vaillancourt will teach two communications topics—*Making Difficult Conversations Less Difficult* and *Writing and Communicating are not Necessarily the Same Thing*.

Participants in Year Two will learn about today's behavioral management principles and practices from Jack Blanton. He will focus on leadership, motivation, communication, and their impact on higher education culture and management. Craig Purkey will presents an overview and topics about the budget and planning process, including smaller group exercises during which participants will be able to apply the concepts. Barry Walsh will cover the newest strategies in information technology and explain how the IT can drive transformation in higher education. Sean Joyce will show how creativity in problem solving can drive innovation and imagination. Learn from Jerry Farley how to appropriately use humor in the workplace, and how it can be an effective tool.

In Year One, Allison Vaillancourt will help you broaden your understanding of the human resource function, presenting innovative approaches to a successful operation. Choose a course on college and University accounting for accountants, presented by Jerry Farley, or for non-accountants will also be offered by Kathleen McNeely. Discover the essentials of higher education law with Beverly Ledbetter and enjoy an energizing course on motivation by Sean Joyce. George Pernsteiner will present a new course this year, *History of American Higher Education: Whom Can We Blame for our Woes?* He will survey the history, context, purposes, governance, and finance of American higher education. George will look at different types of higher education organizations and discuss how the culture and stakeholders of each impact how decisions are made.

Students in Years 1 & 2 also choose elective courses from a wide variety of topics—hot issues, technical, managerial and personal skills enhancement—enabling customization of your professional development.

Four new elective courses will be offered this year. First, Keith Kashiwada of Kapiolani Community College will discuss topics on Communication. Second, David Frohnmayer will talk about *what keeps a president awake at night*. Third, Rufus Gasper will talk about how to develop your leadership skills to “climb the ladder.” Fourth, George Pernsteiner will give a presentation on the internationalization of higher education and what the future holds as we align curricula, transfer credits and packaging financial aid as students attend college across state and international borders.

Kathleen McNeely will present a session on how to detect and prevent fraud in higher education, Bill Everhart will discuss endowment management practices and present a session on time management. Continuing classes also include techniques to effectively communicate financial information by Joanne Coville; campus auxiliary organizations by Bill Dickerson; and computer lab courses on Excel, DreamWeaver 8 and creating Access tables and reports, all taught by Alex Sanchez.

Visit www.wacubo.org for more information about the institute, its courses and registration information. For questions contact Monica Boulay, director, at EduSpeak@aol.com or 520-298-8680.



Moving Ahead in Higher Education: Some Suggestions for Administrators

BY BILL PICKENS, DIRECTOR
WACUBO EXECUTIVE LEADERSHIP AND MANAGEMENT INSTITUTE

So, would you like to “move ahead” in higher education administration? How about just ensure those who come later to fill your position are well prepared and have a good chance for success?

Within today’s colleges and universities, neither goal is easy to achieve. Both require serious attention and work. At the least, you need a clear set of plans, strategies, and timetables.

IN TERMS OF YOUR DEVELOPMENT,
THESE CONCEPTS ARE MOST IMPORTANT:

Understand the 80/20/100 Rule.

80% of your time is spent on responsibilities of your current position.

20% of your time will determine 100% of your ability to advance. Prepare for, and do well in, that 20%.

Operate well on Three Levels of Successful Professional Practice

Being well accomplished in fulfilling personal job responsibilities (part of the 80%).

Assisting others and serving effectively on teams (half of the 20%).

Devote time and thought to “sharpening the saw” and moving toward “second quadrant” activities (the other half of the 20%—terms courtesy of *The Seven Habits of Highly Effective People*).

DO THESE THINGS FOR YOUR PROFESSIONAL DEVELOPMENT PLAN:

I. “*Know Thyself*” Now, what does that mean?

Understand yourself according to these levels of behavior and reaction:

- “Hard-wired” traits.
- Life phases, “passages,” or seasons of a life where you are now.
- Right Now! Emotions and “gut” reactions.

Self-awareness is crucial to administrative success, especially understanding how you affect others.

II. From the standpoint of *where you want to go professional* understand your...

- Affective strengths and weaknesses (habits and style).
- Cognitive strengths and weaknesses (areas of knowledge and things you can do).

III. Understand what roles, styles and knowledge are necessary for success by...

- a. level of responsibility, and
- b. position type.

IV. Identify and engage in development opportunities that best meet your needs and situation:

- a. Reading, discussion, and practice.
- b. Professional development programs, in person or online.
- c. “Immersion” experiences where you devote a week to intensive learning or practice.
- d. Special projects outside your area.
- e. Internships or “sabbaticals.”
- f. Mentors (very important).

RESOURCES FOR “KNOWING THYSELF”:

Your HR department or career planning center will usually administer the standard assessments and evaluations to assist your understanding. Tests such as the Myers Briggs Type Indicator, the DISC, the Thomas Kilmer Conflict Scale, the Keirsey Temperament Measurement, or (recently) the StrengthsFinder approach. Many other general assessments are easily available online such as Keirsey temperament tests, www.Keirsey.com; Humanmetrics tests, www.humanmetrics.com; McConochie Generic Battery, www.testmasterinc.com/tests/mcgb; Harcourt Assessment, www.harcourtassessment.com; and SIGMA Assessment Systems, www.sigmaassessmentsystgems.com.

RESOURCES FOR OPPORTUNITIES TO IMPROVE IN AFFECTIVE AND COGNITIVE AREAS:

For Business Officers, by far the best general resource is NACUBO’s “PREP” (Professional Resources and Event Planner). This is a large database with a competency framework for effective performance in many positions.

PREP can be searched by:

Type of resource: articles, books, book chapters, CDs, DVDs, listserves, subscription services, webcasts, and websites.

- Events: by location, sponsor, topic, calendar.
- Topic: based on the competency categories of organizational, personnel, and technical.
- Role: chief business officer or staff in the business office.
- Keyword search.

The PREP Framework consists of:

Organizational Categories (Policy and Governance, Relationships, Management, Budgeting and Planning, Human Resources, Sustainability).

Personal Categories (Leadership, Communications).

Technical (Accounting, Auditing, Facilities, Finance and Treasury, Risk General Management, Technology Management, Technology Use).

See: www.nacuboprep.org or access through www.nacubo.org.

RESOURCES ON SEMINARS, CONFERENCES, AND INSTITUTES:

WACUBO's website, www.wacubo.org, regarding upcoming professional development events.

William Pickens, *A Quick Reference Guide to Leadership and Management Education for Higher Education Administrators* (2008). Available through request to whpickens@aol.com.

Zip. Zilch. Nada.

Introducing Zero-Fee Wachovia Private Loans.

Tell your students about no-fee loans as individual as they are.*

Meet Wachovia's new degree-specific loans for all types of study, which feature competitive rates and absolutely no origination fees. Other benefits include:

- Rates as low as Prime minus 0.50% for qualified borrowers¹
- 0.50% interest rate reduction with auto-debit payments²
- Cover past-due balances up to three years old (except Bar and Residency Loans)
- Flexible credit guidelines for a competitive approval rate

To learn more, visit wachovia.com/education or call **1-800-347-7667**.



* No origination or disbursement fees, or fees upon entering repayment.

¹ The variable interest rate is based on the Prime Rate for U.S. Banks published in the "Consumer Rates and Returns to Investor" section of *The Wall Street Journal*, less a margin of 0.50% for qualified borrowers. The variable interest rate is set monthly based on the Prime Rate published on the 25th day of the calendar month immediately preceding each monthly adjustment date. For example, the variable rate for the month beginning February 1 will be determined by the applicable Prime Rate published on the preceding January 25.

² Interest rate reduced an additional 0.50% when loan payments are made using auto-debit. With this rate reduction, qualified borrowers receive Prime minus 1%. Auto-debit must be used for regularly scheduled payments of principal and interest. Benefit programs may be modified or discontinued at any time without notice. Program changes will not affect loans that qualify for the benefit prior to the time of the change. Interest rate benefits terminate upon loan default and/or loan transfer to the guarantor or insurer. Visit wachovia.com/studentssavings for complete details and eligibility requirements.

Private education loans originated by Wachovia Bank of Delaware, N.A. Equal Credit Opportunity Lender
©2008 Wachovia Education Finance Inc. M4859-37



WACUBO Calendar

SUMMER ISSUE 2008

August 1–8, 2008	WACUBO Executive Leadership & Management Institute	Stanford University
August 3–8, 2008	WACUBO Business Management Institute	Santa Barbara, CA

PROFESSIONAL DEVELOPMENT MEETINGS PLANNED FOR 2008

September 11-12, 2008	Strategic Budgeting (register online now)	Denver, CO
October 2008	Fundamental College & University Accounting	Las Vegas, NV
October 2008	Intermediate College & University Accounting	Las Vegas, NV
October 2008	Presenting Budget & Financial Information Effectively	Las Vegas, NV
October 2008	Project Management	Seattle, WA
November 3-4, 2008	Academic & Unit Business Officers Program	San Diego, CA
November 6-7, 2008	Process Mapping/Benchmarking	Phoenix, AZ

PROFESSIONAL DEVELOPMENT MEETINGS PLANNED FOR 2009

January 16-20, 2009	WMLI	Tucson, AZ
May 3-6, 2009	WACUBO Annual Meeting	Salt Lake City, UT

WACUBO

The Western Association of College
and University Business Officers

University of Washington
Seattle, WA 98195-9000

PRESORTED STD
U.S. POSTAGE

PAID

SEATTLE, WA
PERMIT No. 62

