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November 2003

Dear Colleagues:

I am pleased to have the opportunity to present the Annual Report of EACUBO activities for the 2002-2003 fiscal year. It has been a very interesting year, with several challenges and many successes. The successes are due to the all the volunteers that have spent their valuable time and energy making the organization work.

The Annual Report includes the Financial Statements for calendar year 2002; this is the first year that the calendar year concurs with our fiscal year. The Financial Review Committee’s report of the examination of EACUBO’s accounting records is also documented and the finding of the committee is that “The accounting processes result in a high quality and efficient system of record keeping.”

Initiatives in technology to improve program delivery and operational efficiency have been a high priority this year. Approximately 250 people attended the satellite downlink Spring Workshops. Training dates have been established for EACUBO committee members to receive training on the use of the ACUBO Web-based technology platform. The Large Institutions Committee, under the leadership of Ken Cody, conducted an on line programming survey and created a listserv for disseminating information to members. EACUBO’s first electronic newsletter was produced in July and during the Annual Meeting we will be showcasing our new Web site. Improvements to the Web site include availability for individuals to update contact information on the Web site directories and members-only access to committee information, minutes and policy manuals. Our Information Coordinator, Anne Spencer, has been kept busy with many of the initiatives mentioned; additionally, she is responsible for HigherEdEmployment, (EACUBO’s job posting Web site), EACUBO ENews, the ACUBO Program Calendar and upgrades to the AIMS database.

The Annual Meeting Committee and the Workshop Committee have implemented iPlan, a meeting planning software system, and an on line call for presentations. While technology has been a priority, we have not forgotten the need and the advantages of the face-to-face networking and professional development that has always been the heart of EACUBO. This year, we have registered over 1,300 business officers in our various program offerings.

A new section in the Annual Report is a Report on Accomplishments compiled by Yoke San Reynolds, second vice president. As you can see demonstrated by that report and the various committee reports included in the Annual Report, EACUBO has flourished and been productive this year through the efforts of your Board and all the committee volunteers. I would like to thank the Board and all of the volunteers for their energy and support.

It has been an honor and privilege to serve as your president this past year. It is and will always be, the highlight of my career. My best wishes to the dynamic Peg Plympton as she assumes her leadership role for next year. I leave you in excellent care.

Sincerely,

Terry Sampson
President
2002-2003 EACUBO BOARD OF DIRECTORS
(*Executive Committee)

President & Delegate to NACUBO*
Therese Sampson
Exec. Dir. Business Services
Atlantic Cape Community College
Annual Meeting Liaison

First Vice President*
Margaret Plympton
VP Finance & Administration
Lehigh University

Second Vice President*
Yoke San Reynolds
Vice President for Finance
University of Virginia
Chair Programming Council & Workshop Liaison

Secretary*
Margaret Cass Ferber
Assoc. VP Finance/Treasurer
Rochester Institute of Technology

Treasurer*
Gary Raisl
VP Finance & Admin./Treasurer
University of the Sciences in Philadelphia

Immediate Past Pres. & Delegate to NACUBO*
F. Robert Huth
VP for Administration/Treasurer
Middlebury College

NACUBO Delegate
Thomas Kingston
VP for Finance and Admin.
Franklin & Marshall College

Historian
Mary Lai
VP for Finance/Treasurer
Long Island University

Editor*
John Ostrom
Controller Emeritus
Cornell University

Information Coordinator*
Ann Spencer
Associate VP Emerita
Virginia Polytechnic Institute and State University

**Site Coordinator***
John Palmucci
VP Admin. and Finance/Treasurer
Loyola College in Maryland

**Program Prefect***
Hossein Sadid
VP and Controller
Case Western Reserve University

**Sponsorship Coordinator**
Randall Gentzler
VP Business and Finance
Philadelphia University

**BOARD MEMBERS AT LARGE:**

**Area Programming Liaison**
Roy Merolli
Executive Vice President
Marist College

**Two Year College Liaison**
Donald Aungst
VP Resource Mgt. & Treasurer
Capital University

**Large Institution Liaison**
Ken Cody
Associate VC for Finance
University System of New Hampshire

**Small College Liaison**
Carole Coleman
Executive VP and CFO
St. John’s University

**Roundtable Liaison**
Judy Jaudon
Controller
Baltimore City Community College

**Member Services Liaison**
Wendy Libby
Vice President for Business Affairs
Furman University

**ACUBO Innovation Council Rep.**
Keith Finan
Associate Provost
Williams College

Donald Zekan
VC Administrative & Fiscal Services
University of Massachusetts at Dartmouth
2002-2003 ANNUAL MEETING
PROGRAM/HOST COMMITTEE

Co-Chairs
Maureen Murphy
Associate Vice President for Financial Management
Brandeis University

Steve McAllister
Associate Vice President for Finance
Washington & Lee University

Past Co-Chairs
Edmund Rutkowski
Vice President, Finance & Administration
Pratt University

W. John Dunn
Dean of Administration
SUNY Dutchess Community College

Co-Vice Chairs
Randy Greene
Assistant Vice President for Finance
New York University

Basil Stewart
Controller
Smith College

Members
Lauren Bedell
Assistant Head for Finance and Operations
Greenwich Academy

Carolyn Burke
Executive Dean Finance, College of Arts & Sciences
University of Pennsylvania

Tom Cahill
Senior Director of Development
Tufts University
Barry Cohen  
VP Finance & CFO  
Centenary College

Kenneth H. Levison  
Vice President for Administration  
SUNY College of Geneseo

Rita Murdock  
Director Computing Support/Fiscal Services  
Dartmouth College

Fred Schnur  
Vice President for Finance and Administration  
Columbia University

**Ex-Officio**  
Randy Gentzler  
Vice President for Business and Finance  
Philadelphia University
President Bob Huth called the meeting to order at 8:00 am. He then introduced the head table and recognized the past presidents, current board members, committee chairs and members, and the regional presidents who were present. Mr. Huth thanked retiring board member Richard Norman for his strong contributions to the organization. Finally, he introduced the Co-chairs of the Annual Meeting Program/Host Committee, Mr. Ed Rutkowski and Mr. John Dunn.

Moving to the agenda for the business meeting, Mr. Huth indicated that materials had been placed at each table for reference during the meeting, and then introduced the Treasurer, Mr. Gary Raisl. Mr. Raisl reported on the results of operations for the short period 2001 fiscal year (six months ending December 31, 2001), which generated a surplus of $12,000 on $444,000 of total revenue, largely due to the $10,000 surplus generated by the 2001 Annual Meeting in Colorado Springs. Mr. Raisl then presented the budget for the year ending December 31, 2003, which was projected to result in an operating surplus of approximately $1,000. Upon motion duly made and seconded, the budget was approved.

Mr. Huth thanked Mr. Raisl for his report, and for his diligent efforts on behalf of the Association. Mr. Huth then introduced the Secretary, Ms. Margaret Cass Ferber. Ms. Ferber requested approval of the board resolution that had been distributed and of the minutes of the prior year’s business meeting, and upon motions duly made and seconded, the minutes and the resolution were approved as presented.

Mr. Huth thanked the Secretary and introduced Mr. Tom Kingston, Immediate Past President, to present the report of the Nominating Committee. Mr. Kingston introduced the members of the Nominating Committee, and described their responsibility for nominating Officers and Directors for the year ahead. He reminded the members that Terry Sampson would become President and Peggy Plympton would become First Vice President through the leadership rotation process. Similarly, Bob Huth would become a Delegate to NACUBO for a two-year term. Mr. Kingston then presented the full slate of nominations submitted by the Committee as follows:

- Second Vice President: Yoke San Reynolds, University of Virginia
- Treasurer (two year term): Gary Raisl, University of the Sciences in Philadelphia
- Secretary (one year term): Margaret Cass Ferber, Rochester Institute of Technology
- At-large Directors:
  - Ken Cody, University of New Hampshire
  - Don Aungst, Capital University
  - Donald Zekan, University of Massachusetts at Dartmouth

Upon motion duly made and seconded, the slate of officers and directors was approved.

Mr. Huth reminded the membership that key volunteers of the organization would be acknowledged at the Tuesday luncheon and encouraged strong attendance to recognize the efforts of these individuals.

The meeting was adjourned at 8:30 am.

Respectfully submitted,

Margaret Cass Ferber
May 29, 2003

Eastern Association of College and University Business Officers

(January 1, 2002 – December 31, 2002)

Attached is the Financial Report for FY 2002, which was the first year that our fiscal year coincided with the calendar year and, most likely the first time in EACUBO history that all three major programming events took place in one city (Philadelphia). This report includes the Operating Statement, Statement of Financial Position, Simplified Cash Flow Statement, and Notes to the Financial Statements for the 12-month period ending December 31, 2002.

The Operating Statement shows a net increase in unrestricted assets of $90,200, on total revenues of $732,800. Total revenues exceeded budget by $82,600, while total expenses were over budget by $2,500. This increase in net revenues was due primarily to the surplus generated by the Annual Meeting and the Senior Business Officers Roundtable and to favorable investment returns. Other revenues and expenditures were generally within budget, with the exception of the Annual Workshop and membership dues.

Our investments continued to do well in this protracted bear market, increasing in market value from $249,400 to $283,800 during this 12-month period.

FY 2002 was financially successful in terms of meeting the three fiscal goals established several years ago by the EACUBO Board of Directors. The goals of self-funding professional developmental activities was achieved, with total program revenues of $587,800 exceeding program and committee expenses of $529,600, resulting in a surplus of $58,200. The goal of fully funding association-related expenses with association revenues (non-program related income like investment income and membership dues) was attained, generating a surplus of $32,000. The goal of maintaining or increasing the level of unrestricted net assets was also achieved. With the surplus from operations, unrestricted net assets increased 20% to $547,600 as of December 31, 2002.

I would like to take this opportunity to thank the EACUBO Board of Directors, especially President Terry Sampson and Immediate Past President Bob Huth, committee volunteers, and members of my staff at the University of the Sciences in Philadelphia (in alphabetical order, Dee Long, Eileen McGovern, Nancy Mills, Joe Trainor, and John Youhouse) for their generous assistance and support during the past year.

Respectfully submitted,

Gary F. Raisl, Ed.D., Treasurer
Statement of Financial Position at December 31, 2002 and December 31, 2001

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2002</th>
<th>December 31, 2001</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$424,275</td>
<td>$437,774</td>
<td>($13,499)</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>277,734</td>
<td>242,999</td>
<td>34,735</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>26,824</td>
<td>38,081</td>
<td>(11,257)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>4,889</td>
<td>6,829</td>
<td>(1,940)</td>
</tr>
<tr>
<td>Long-term investments</td>
<td>6,030</td>
<td>6,372</td>
<td>(342)</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$739,752</td>
<td>$732,055</td>
<td>$7,697</td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liabilities:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>$56,385</td>
<td>$41,544</td>
<td>$14,841</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>129,748</td>
<td>226,706</td>
<td>(96,958)</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>186,133</td>
<td>268,250</td>
<td>(82,117)</td>
</tr>
<tr>
<td>Net Assets:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>547,589</td>
<td>457,433</td>
<td>90,156</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>6,030</td>
<td>6,372</td>
<td>(342)</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>553,619</td>
<td>463,805</td>
<td>89,814</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>$739,752</td>
<td>$732,055</td>
<td>$7,697</td>
</tr>
</tbody>
</table>
Operating Budget: January 1, 2002 to December 31, 2002
Actuals Through 12/31/02

<table>
<thead>
<tr>
<th>Revenues</th>
<th>12/31/2002 Budget</th>
<th>12/31/2002 Actual</th>
<th>Budget Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Meeting</td>
<td>$431,250</td>
<td>$513,117</td>
<td>$81,867</td>
</tr>
<tr>
<td>Annual Workshop</td>
<td>63,900</td>
<td>53,030</td>
<td>(10,870)</td>
</tr>
<tr>
<td>Senior Business Officers Roundtable</td>
<td>22,000</td>
<td>21,625</td>
<td>(375)</td>
</tr>
<tr>
<td><strong>Total Programs Revenues</strong></td>
<td><strong>517,150</strong></td>
<td><strong>587,772</strong></td>
<td><strong>70,622</strong></td>
</tr>
<tr>
<td>Association:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership dues</td>
<td>93,000</td>
<td>83,853</td>
<td>(9,147)</td>
</tr>
<tr>
<td>General program support</td>
<td>20,000</td>
<td>20,000</td>
<td>-</td>
</tr>
<tr>
<td>Investment return</td>
<td>20,000</td>
<td>41,157</td>
<td>21,157</td>
</tr>
<tr>
<td><strong>Total Association Revenues</strong></td>
<td><strong>133,000</strong></td>
<td><strong>145,010</strong></td>
<td><strong>12,010</strong></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>650,150</strong></td>
<td><strong>732,782</strong></td>
<td><strong>82,632</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Meeting</td>
<td>354,675</td>
<td>381,601</td>
<td>(26,926)</td>
</tr>
<tr>
<td>Annual Workshop</td>
<td>76,900</td>
<td>84,993</td>
<td>(8,093)</td>
</tr>
<tr>
<td>Senior Business Officers Roundtable</td>
<td>21,375</td>
<td>19,980</td>
<td>1,395</td>
</tr>
<tr>
<td>Other programs</td>
<td>300</td>
<td>-</td>
<td>300</td>
</tr>
<tr>
<td><strong>Total Programs Expenses</strong></td>
<td><strong>453,250</strong></td>
<td><strong>486,574</strong></td>
<td><strong>(33,324)</strong></td>
</tr>
<tr>
<td>Association:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board of Directors</td>
<td>55,000</td>
<td>54,101</td>
<td>899</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>26,000</td>
<td>16,827</td>
<td>9,173</td>
</tr>
<tr>
<td>President’s travel</td>
<td>7,000</td>
<td>4,114</td>
<td>2,886</td>
</tr>
<tr>
<td>Association expenses</td>
<td>1,300</td>
<td>1,225</td>
<td>75</td>
</tr>
<tr>
<td>Fund Accounting Course</td>
<td>4,000</td>
<td>-</td>
<td>4,000</td>
</tr>
<tr>
<td>Newsletter</td>
<td>20,000</td>
<td>23,921</td>
<td>(3,921)</td>
</tr>
<tr>
<td>Information Coordinator</td>
<td>15,000</td>
<td>12,826</td>
<td>2,174</td>
</tr>
<tr>
<td><strong>Total Association Expenses</strong></td>
<td><strong>128,300</strong></td>
<td><strong>113,014</strong></td>
<td><strong>15,286</strong></td>
</tr>
<tr>
<td>Committees:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Area Programming</td>
<td>21,000</td>
<td>14,615</td>
<td>6,385</td>
</tr>
<tr>
<td>Programming Council</td>
<td>1,000</td>
<td>272</td>
<td>728</td>
</tr>
<tr>
<td>Large universities</td>
<td>1,000</td>
<td>-</td>
<td>1,000</td>
</tr>
<tr>
<td>Small colleges</td>
<td>500</td>
<td>-</td>
<td>500</td>
</tr>
<tr>
<td>Two-year colleges</td>
<td>500</td>
<td>496</td>
<td>4</td>
</tr>
<tr>
<td>Audit</td>
<td>1,100</td>
<td>1,936</td>
<td>(836)</td>
</tr>
<tr>
<td>Member Services</td>
<td>10,000</td>
<td>9,727</td>
<td>273</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>500</td>
<td>-</td>
<td>500</td>
</tr>
<tr>
<td>ACUBO 20/20</td>
<td>8,000</td>
<td>992</td>
<td>7,008</td>
</tr>
<tr>
<td>ACUBO Innovation Fund</td>
<td>15,000</td>
<td>15,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Committee Expenses</strong></td>
<td><strong>58,600</strong></td>
<td><strong>43,038</strong></td>
<td><strong>15,562</strong></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>640,150</strong></td>
<td><strong>642,626</strong></td>
<td><strong>(2,476)</strong></td>
</tr>
</tbody>
</table>

Increase in Unrestricted Assets | $10,000 | $90,156 | $80,156 |
## Simplified Cash Flow Statement - January 1 through December 31, 2002

### Revenues/additions
- Annual Meeting: $513,117
- Annual Workshop: 53,030
- Senior Business Officers Roundtable: 21,625
- Membership dues: 83,853
- General program support: 20,000
- Investment return: 41,157
- Decrease in accounts receivable: 11,257
- Decrease in prepaid expenses: 1,940
- Increase in deferred revenue: 14,841

**Total cash inflows**: 760,820

### Expenses/reductions
- Annual Meeting: 381,601
- Annual Workshop: 84,993
- Senior Business Officers Roundtable: 19,980
- Other operating expenses: 156,052
- Increase in short-term investment purchase: 34,735
- Decrease in accounts payable: 96,958

**Total cash outflows**: 774,319

**Net change in cash**: ($13,499)
Notes to Financial Statements
December 31, 2002

1. Summary of Significant Accounting Policies

   Description of Reporting Entity
   The Eastern Association of College and University Business Officers (EACUBO) is a not-for-profit corporation registered in the District of Columbia. EACUBO is a 501(c)(3) organization, exempt from federal income taxes under Section 501 (a) of the Internal Revenue Code.

   Basis of Presentation
   The accompanying financial statements have been prepared in accordance with the provisions of Statement of Financial Accounting Standards No. 117 (SFAS 117), Financial Statements of Not-for-Profit Organizations. SFAS 117 focuses on the entity as a whole and requires classification of assets as unrestricted, temporarily restricted, or permanently restricted, determined by the existence or absence of restrictions placed on their use by donors or by provision of law.

2. Investments
   Investments are reported at fair value in the statements of financial position based on values provided by the mutual fund managers or quoted market values. Dividend and interest income, realized and unrealized gains and losses related to cash equivalents, and short-term investments are reported in the statements of activities on the investment return line as unrestricted revenue.

   The following table summarizes the market value of investments at the respective dates

<table>
<thead>
<tr>
<th>Cost</th>
<th>Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>12/31/2002</td>
<td>12/31/2001</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

   Unrestricted Assets:
   Vanguard Intermediate Term Treasury Fund 238,249 277,734 220,725 242,999

   Permanently Restricted Assets:
   Vanguard Conservative Growth Fund 6,930 6,030 6,705 6,372

   Total 245,179 283,764 227,430 249,371

   The investment return is classified as follows:

<table>
<thead>
<tr>
<th></th>
<th>12/31/2002</th>
<th>12/31/2001</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Permanently</td>
<td>Permanently</td>
</tr>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Restricted</td>
</tr>
<tr>
<td>Interest and dividend income</td>
<td>$23,946</td>
<td>$225</td>
</tr>
<tr>
<td>Unrealized gains/(losses) on investments</td>
<td>$17,211</td>
<td>$(567)</td>
</tr>
</tbody>
</table>

   Investment return 41,157 (342) 13,613 31

   Unrestricted investment return includes $1,432 of commercial checking monthly interest for the period ended December 31, 2002.

   Excess cash balances are invested in short-term investment vehicles and are reported as cash on the statements of
financial position. A cash balance of $418,445 and $298,455 was invested in the Vanguard Prime Money Market Fund on December 31, 2002 and December 31, 2001, respectively.

3. Related Party
An account receivable or cash balance payable may arise because the EACUBO treasury is run through the financial operations of a host institution. EACUBO had a payable to a host institution of $82,511 at December 31, 2002 and a receivable in the amount of $28,862 as of December 31, 2001.
Financial Review Committee Members:

Jeanne Plecenik, (Chair), New School University
Edward Hess, (Vice Chair), Slippery Rock University
Keith Borge, College of New Rochelle

The Financial Review Committee planned and performed a review of the accounting records and financial reports of the Eastern Association of College and University Business Officers for the year ended December 31, 2002.

Planning for the review included communicating with the Association’s Treasurer, Gary Raisl, and his staff and compiling a series of checklists to guide our work in the areas of transaction processing, accounting, financial reporting, and compliance with the policies and procedures of the Association. We then worked two days in May on site with the Treasurer and his staff at the University of the Sciences in Philadelphia (USP).

Our review was designed to focus on several areas, including whether cash receipts were properly handled and recorded, expenditures were appropriately authorized and documented, revenue and expenditures were recorded in the proper period, and information included in the financial reports agreed to underlying accounting records. Our review included an examination of supporting documentation and other evidence on a test basis. We reviewed minutes of meetings, contracts, and Association tax returns. We discussed our observations with the Association’s Treasurer, Gary Raisl, and with USP’s Controller, Joe Trainor.

Upon completion of the on-site visit, we documented our work and prepared a report for the Association’s Board of Directors, reflecting our observations and recommendations. It was the Committee’s conclusion that we noted no matters involving the internal control structure and its operation that we considered to be significant weaknesses. The accounting processes, which are incorporated within USP’s regular accounting system, result in a high quality and efficient system of recordkeeping for the Association.

The 2003 Financial Review Committee would like to express its appreciation for the support and assistance provided by the Treasurer and his staff at the University of the Sciences in Philadelphia. We are grateful for their efforts and fine support of the Association’s financial affairs.
EACUBO ANNUAL REPORT 2002-2003
ANNUAL MEETING PROGRAM/HOST COMMITTEE REPORT

Annual Meeting Program/Host Committee Members:

Maureen Murphy, (Co-Chair), Brandeis University
Steve McAllister, (Co-Chair), Washington & Lee University
Randy Greene, (Co-Vice Chair), New York University
Basil Stewart, (Co-Vice Chair), Smith College
M. John Dunn, Past (Co-Chair), SUNY Dutchess Community College
Edmund Rutkowski, Past (Co-Chair), Pratt University
Lauren Bedell, Greenwich Academy
Carolyn Burke, University of Pennsylvania
Tom Cahill, Tufts University
Barry Cohen, Centenary College
Kenneth H. Levison, SUNY College of Geneseo
Rita Murdock, Dartmouth College
Fred Schnur, Teachers College, Columbia University

The 2002 Annual Meeting was held October 5th through October 7th, 2002 at the Philadelphia Marriott. The theme was “Independence Through Inventive Solutions”. There were 108 exhibitors, 32 speakers and presenters and 559 attendees. The meeting proved very successful in both the content of the program and the net financial result. By all accounts the conference was well-received by both the attendees and the exhibitors.

The 2003 Committee has enjoyed the planning process so much that they decided to do it twice. The 84th Annual Meeting was originally scheduled to occur October 26 – 28 in Toronto Canada. The committee developed a theme of “Passport to Excellence” and began to develop the program by lining up general session speakers, concurrent sessions and entertainment. During the early summer as SARS cast a pall on Toronto, the EACUBO Board of Directors elected to move the Annual Meeting to the Baltimore Marriott Waterfront and moved the date back by one week to November 2 – 4. In truth much of the work that was done for the Toronto meeting continued to be valid with the committee simply verifying availability of speakers and arrangements. In the end, however, the theme “Passport to Excellence” did not seem as relevant to Baltimore. As a result the committee developed the final theme “Reel in the Opportunity” for the meeting. Committee assignments for the planning of the meeting ranged from program/speaker identification, publicity, and entertainment to budget issues.

This year preceding the 2003 Annual Meeting in Baltimore, a pre-conference leadership workshop is scheduled that will focus on strategic planning and decision-making. It is geared to Chief Financial Officers. This is the first time that such a session has been made available, and the committee would like to express its appreciation to John Dunn for his diligence and hard work in making this option a reality. The committee believes that the Pre-Conference Workshop could become a strong draw for the membership as it develops in future years.

The Annual Meeting program will include 2 keynote speaker and 4 general sessions speakers; 19 concurrent sessions; about 32 speakers; an estimated 400 potential attendees and approximately 100 exhibitors. For those of us
involved with the committee, we would like to express our appreciation to the EACUBO Board of Directors and Terry Sampson, in particular, for the support and encouragement that they have provided over this year.

The next Annual Meeting will be held from September 26-28, 2004 at the New York Hilton & Towers. Based upon tradition, the Co-Chairs for the Meeting will begin their efforts on the Wednesday following the conclusion of the Annual Meeting for 2003.
EACUBO ANNUAL REPORT 2002-2003
WORKSHOP COMMITTEE REPORT

Workshop Committee Members:

Donald D. Cipullo, (Chair), Montclair State University
Diane Sheridan, (Vice Chair), Cornell University
Mel Blackburn, Loyola College of Maryland
David Ellis, Newbury College
Thomas Ford, Immaculata College
Robert Helfman, University of Pennsylvania
Melissa Hopp, Camden County College
Martin Howard, Boston University
William Mea, Philadelphia University
Mark Samolewicz, Stevens Institute of Technology
Linda Wagner, Gannon University
Barry Cohen, (Past Chair), Centenary College

The 2003 Annual Professional Development Workshop was held March 20 and 21, 2003 at the Grand Hyatt New York in New York City. The theme for the workshop was “Excelling in a Changing World.” This theme took on a very special meaning since U.S. and allied forces began military operations in Iraq the evening before the Workshop started. Nonetheless, approximately 250 participants attended the program comprised of two general sessions and 18 concurrent sessions.

The Workshop Committee met several times during the year preceding the Workshop. Meetings included a site visit to the Grand Hyatt New York in August 2002 and an in person meeting during EACUBO’s Annual Meeting in October 2002. Additional meetings were held via conference calls. The Annual Workshop Committee handles all aspects of the conference. The Committee’s responsibilities include program development and marketing and coordinating site hotel activities for the Workshop.

The Annual Workshop is developed and marketed specifically for mid and upper level administrators. This year the Committee worked at promoting online registration and actively using the EACUBO website to market the program. As in prior years, electronic mail messages were sent to EACUBO members as part of the marketing plan. These short messages were sent on several occasions to promote the Workshop. In addition to web based marketing efforts, the Committee also employed the traditional marketing approach utilizing a brochure.

The program itself was developed primarily from proposals received in response to a call for presentations. The call for presentations was sent via electronic mail and was published on the EACUBO web site. It was necessary to extend the date for responses to the call for presentations from late July to early September in order to have a sufficient number of proposals to select from. After careful review of all proposals received, the Workshop Committee members developed an excellent program. The program did not follow the traditional functionally related three-track model that has been used in prior years. Also, new to the Workshop for 2003 was a constituent group roundtable discussion for Large Institutions, Small Colleges, and Two-Year Colleges. These concurrent sessions were scheduled in the final time slot on Friday March 21st.
The 2003 Annual Workshop Committee wishes the 2004 Workshop committee members much success in their efforts to present the Workshop at the Boston Park Plaza in Boston, Massachusetts, on March 18 and 19, 2004.
Roundtable Committee Members:

Julie Kams, (Chair), Rider University  
Janyce Naporra, (Vice Chair), Salem State College  
Charles Curry, Slippery Rock University  
Louis Morrell, Wake Forest University  
Timothy O’Rourke, Temple University  
Keith Finan, Williams College  
Christopher Harrington, Quincy College  
Loren Loomis Hubbell, Mercy College  
Lauren Brisky, Vanderbilt University  
John Pecchia, St. John Fisher College

Purpose and Responsibilities of the Committee

❖ To produce an excellent Senior Business Officers Roundtable
  ➢ Selection of topic
  ➢ Budget development
  ➢ Selection of facilitator
  ➢ Facilities and menu planning
  ➢ Participant recruitment
❖ Coordinate content with constituent committees to maximize the value of the program to participants
❖ To ensure the development and publication of an article on the Roundtable in cooperation with NACUBO

Activity for the Year:

For the second year, the Roundtable was held at the Inn at Penn, a beautiful conference facility on the University of Pennsylvania Campus. The program was held on June 12th and 13th, and was attended by twenty-three participants. The 2003 program topic was “Priorities Under Fire: The 3 R’s- Reallocation, Reengineering, and Restructuring”. The topic was intended to address how institutions can reshape the strategies and tactics of their strategic plans when external funding cuts, poor investment returns, and other factors force a revisiting of institutional priorities.

Kent Chabotar was selected as facilitator for the session, and was uniquely qualified to lead the discussion. Kent was the newly appointed President of Guilford College, and former Vice President of Finance at Bowdoin College. In addition, Kent has served for a number of years on faculty of the Harvard Summer Institutes for Higher Education, and brought both a very effective teaching style and great practical perspective on the issues.

The objectives for the program were to:
  ❖ Learn the latest ideas on retrenchment/reallocation;
  ❖ Have opportunities to apply the principles to specific case studies; and
  ❖ Share strategies with one another using a search conference format.
The participants particularly enjoyed the case study components of the program, and Kent got outstanding evaluations as facilitator. Participants commented on the program’s focus on retrenchment as an opportunity, rather than just a negative that senior administrators have to do. One participant commented “If they are all like this, I should have been coming all along!”—a great compliment to both the facilitator and the participants.
EACUBO’s Area Programming Committee (APC) has had another very successful year in fulfilling its mission to provide high-quality, low-cost professional development training to business officers in their local areas. Over fifteen workshops were held in the various APC regions during this past year on topics that provided valuable information on current topics that are significant in higher education. Attendees at these workshops range from CFO’s to entry level business office staff and provide a vital means of networking with peers at local colleges and universities.

Highlighting our spring series of workshops was our third videoconference, once again delivered by satellite downlink for the second straight year. Seven local areas participated in this year’s spring videoconference which was held in April. The program, “Strategies for Tough Times”, featured Thomas Scheye, the Distinguished Service Professor at Loyola College in Maryland. Tom’s resume boasts over 30 years at Loyola College, 20 of them as academic vice-president and provost, including a term as interim president. The presentation focused on decision making in the current environment within higher education where many of our institutions are facing severe challenges.

The videoconference portion of the program originated from Baltimore and ran for three hours during the morning. Several areas supplemented the presentation with afternoon sessions on additional topics to provide a full day workshop opportunity for attendees. Local participating areas were: Central Pennsylvania, New Jersey, New York, Rochester, Syracuse, as well as two sites in the Maine/NH/VT area. Approximately 250 people attended the workshops held in these areas. The presentation was so well received that a number of requests were made for videotapes of the session from individual participants for use on their campuses. In addition, several local areas that were unable to participate in the original broadcast are planning to use the videotapes as part of future workshops.
The use of this satellite uplink/downlink technology provides superior audio/video capabilities to an unlimited number of sites and the APC is planning on exploring the possibility of co-sponsoring videoconference workshops with other ACUBO groups in the future. The videoconference has been enthusiastically endorsed by the EACUBO Board which has provided additional financial support for broadcast expenses in order to allow the local areas to keep registration fees reasonable. The APC wishes to thank the Board for this continued endorsement and support.

In addition to the videoconference, a number of area programming groups held local professional development workshops throughout the year that focused on current topics relevant to the higher education business community. Total attendance at these sessions was over 400 people, while the average cost of registration was only $45. The following is a list of topics presented by these APC groups at their workshops:

Pittsburgh’s spring workshop featured topics on:
- AICPA Updates and Regulatory Updates
- Myers Briggs - Profiling Your Personality
- Endowment Spending/Investing
- Internal Audit/Risk Assessment
- Benefits Update

Western Massachusetts/Connecticut’s spring workshop topics included:
- The Balanced Scorecard
- Greening of the Campus
- E-Commerce
- Virtual U.
- Web Portals

Boston’s fall half-day workshop highlighted sessions on:
- Risk Management/Insurance Trends in Higher Education
- University Corporate Governance as Impacted by Current Business Climate
- Accounting Update – FASB’s New Proposed Standards on Capital Assets

New Jersey area’s fall workshop on “Improving Services to the Campus” included:
- Automating Your Credit Card Process and Reconciliation
- Streamlining Temple’s Student Financial Services
- Identifying High Risk Areas for Fraud and Misconduct
- Tax Update

New York City’s fall program featured:
- Technology Update - ePayment Systems on Campus
- Federal Tax Issues
- Business Continuity management/Disaster Planning
- Fraud and Abuse: Detection and Prevention

Rochester’s fall workshop presented sessions on:
- Current Tax Issues in Higher Education
- Environmental Health and Safety
- Dealing With Shifting and Scarce Resources
- Free Speech on College Campuses - For Whom

Syracuse area’s fall workshop presented two tracks. One featured the theme “Delivering Student Services” while the other covered “Reigning in Those Hidden Costs.” Sessions included:
• U.S. Patriot Act
• One Card Systems
• Health Care and FAS 106 Benefit Costs
• Student Billing and Payments Using the Internet
• Energy Conservation and Other Physical Plant Cost Savings Opportunities
• Web-based Student Loan Services
• The New Risk Management and Insurance Environment

The APC is also continuing to explore the use of technology in the delivery and support of local area programs. The various ACUBO organizations are actively engaged in a project which will offer webinar capabilities for offering professional development opportunities. The APC envisions being able to offer this option to our local areas as another alternative delivery method for low cost, convenient, training. In addition, the on-line registration and payment option for local area workshops is being enhanced to offer more functionality and ease of use. The redesigned web registration application is expected to be in place for use with the upcoming 2004 Annual Workshop.

Finally, the goal of the Area Programming Committee to provide high-quality, low-cost professional development to business officers and their staff continues to be met by the dedicated individuals that volunteer at the local level. The previous listing of workshops and topics demonstrates the continuing and important role that the APC regions fulfill in meeting the overall mission of EACUBO. It is the work of the numerous individuals on the planning committees of the local APC regions that makes these workshops possible and the Chair gratefully acknowledges their contributions.
The Member Services Committee met two times during the period from September 1, 2002 through July 31, 2003; first at the Annual Meeting in October 2002 and later at the Annual Workshop in March 2003. The goal of the Committee for the year was to look at ways to encourage better utilization of membership benefits primarily attendance at APC, annual Meeting, and Annual Workshop events.

It was noted in the October meeting that attendance for the Annual Workshop had slipped significantly over the past several years. Ann Spencer also noted that members were not fully taking advantage of their entitlements – subscriptions to EACUBO publications. At the meeting it was suggested that the board liaison communicate the Committee’s concern regarding the membership’s perceived value of the organization as witnessed by its participation in EACUBO activities. With that the Committee, also indicated willingness to lead or participate in a membership survey or focus group program to discover services that would make membership more valuable to EACUBO constituents.

The EACUBO Board charged the Committee with developing a standard registration form to be used by all programming activities. The data gathered by the registration form is to be consistent with the data fields used to populate the AIMS database thereby enabling EACUBO to better track participation in its programs. The Committee met again in March and discussed the Board’s directive. One suggestion made was to make the form particularly compatible with on-line registration tools. Correspondence was exchanged with Ann Spencer and Michael Connors (NACUBO Manager of Member Information Services) to obtain specifications for the AIMS database.

The specifications were circulated to Committee Members with a sample registration form to gain input as to the best organization of the form. A final form was circulated to Committee members and approved. The final draft was submitted to the Committee’s Board liaison in advance of the June Board meeting.
Large Institutions Committee Members:

Ken Cody, (Chair), University System of New Hampshire
Joe Grasso, (Chair), University of Virginia
Arthur Ramicone, University of Pittsburgh
Susan Wilmer, Drexel University
Donald Zekan, University of Massachusetts, Dartmouth
Hossein Sadid, Case Western Reserve University
Sylvia Stewart, University of Maryland, College Park
Randy Greene, New York University
Bonnie Cauthon, University of Vermont
Thomas Benincas, Yale University
John Imbergamo, Boston University
Donald Paukett, SUNY at Binghamton

Goals and Objectives for 2002 – 2003

The Large Institutions Committee had a very busy and productive year. We met seven times during the year – twice in person and five times via conference calls. We began by creating a list of major objectives centered around three main goals:

A. Ensure EACUBO professional development programs meet the particular needs of large institutions
B. Promote information sharing among large institutions, and assist other institutions to the extent possible
C. Increase membership and participation among large institutions.

Accomplishments in Category A

1) Developed and administered a survey to a focus group in order to provide the EACUBO Board with timely post-conference assessment of the October 2002 Annual Meeting and the March 2003 Annual Workshop from a large institution perspective.

2) LIC obtained all evaluations from the 2002 Annual Meeting and Workshop and provided them to the Program Prefect to assist in analyzing feedback from large institution professional development participants.

3) Sponsored and facilitated a roundtable session titled “Reductions, Reorganizations, and Renewal” at the March 2003 Annual Workshop in New York.

4) Sponsored and facilitated a roundtable session titled “Planning, Funding and Executing Major Research Initiatives” at the November 2003 Annual Meeting in Baltimore.
Accomplishments in Category B

1) Sponsored and facilitated a “hot topics” conference call in October 2002. There were 27 participants from 17 large institutions that participated in the call on the subject of UMIFA and underwater endowments.

2) Worked with Jim Fisher of RIT to create and promote the large institutions list serve, available from the EACUBO web page.

Accomplishments in Category C

1) Expanded membership of the committee from 9 to 12, including one member who is on the Annual Workshop committee and one member who is on the Annual Meeting committee. With 12 people on LIC, we will have adequate representation, involvement, coordination and linkages with other activities within EACUBO. The EACUBO Board encouraged LIC to submit nominees for consideration to the Nominating Committee each year for membership on the Annual Workshop and Annual Meeting committees.

2) Defined a “large institution” as four-year institutions and systems offices having enrollments of at least 5,000 FTE and current fund expenditures (in FY01 dollars) of at least $100M. Then we prepared a list so we know who our constituents are. LIC currently represents the largest 110 institutions out of a total of about 645 colleges and universities within EACUBO.

Goals and Objectives for 2003 - 2004

In addition to sponsoring sessions of interest to large institutions at the 2004 Annual Workshop and Annual Meeting, we hope to sponsor at least two more “hot topics” conference calls over the next twelve months. We hope to work more closely with EACUBO programming committees to develop topics and formats that are of interest to large institutions. We also plan to perform a survey of large institution needs and interests and assist the Membership committee with new member outreach and analysis of evaluation data. The committee looks forward to a productive 2003 - 2004 year to come.

Respectfully submitted,

Ken Cody
University System of New Hampshire
Chair, Large Institutions Committee
Small Colleges Committee Members:

Andrew Evans, Oberlin College
Bill Hawkins, St Joseph's College
Carl Rossman, (Vice Chair), Univ. of Pittsburgh at Greensburg
Carole Coleman, (Board Liaison), Wheeling Jesuit University
Ed Kania, Davidson College
Edward Moller, Mount Ida College
Eileen Macholl, (Chair), Auburn Theological Seminary
Gregory Lindemuth, Williamson Free School of Mechanical Trade
James Cooper, Ursinus College
Nickolas Stamos, Dickinson College
Rick Wallick, Wheaton College
Steve Taksar, Babson College
Susan Davy, New England Conservatory of Music

Activity for 2002-2003 Year / Future Programming

The Small College Committee met several times in 2002-2003: in person at an informal luncheon meeting during the Philadelphia Annual Meeting, frequently via email, and via one telephone conference call. Discussions have been both broad and specific. The in-person luncheon was particularly successful in providing an opportunity for colleagues to share concerns and network about resources.

The committee presented a program at the Annual Workshop in New York about Drug and Alcohol Abuse Prevention on campuses, given by Dr. Frank Cassell, President of the University of Pittsburgh at Greensburg and a member of the "President's Leadership Group" a special group of the National Higher Education Center that is taking a leadership role in initiatives on alcohol and drug prevention efforts. The program was extremely informative and successful and hopefully will be repeated in the future for even wider audiences.

The design-phase of the survey toward the development of a Resource Directory for colleagues has been completed and it is currently in the process of being tested for electronic delivery and response. The EACUBO Board has expressed a great interest in the development of this Directory and will hopefully help get the final product manifested on the EACUBO web site.

Finally, the Committee has put together a presentation for the annual EACUBO meeting coming up in November in Baltimore that has been chosen as a General Session for the meeting. The topic of the session is "Small Colleges ARE Different" and will feature three College Presidents who came to their positions from jobs in much larger institutions. The Presidents will discuss the complexity of issues that surprised them as they moved to smaller institutions and will be moderated by Larry Ladd, of Grant Thornton, who has been particularly instrumental in helping the Small College Committee analyze some of the unique characteristics that our institutions share.
Overall, it has been a very productive year for the Small College Committee and we look forward to moving ahead with the Resource Directory and more programming in the coming year.

Respectfully submitted,

Eileen Macholl
Chair, Small College Committee
Director of Finance and Administration
Auburn Theological Seminary
New York, NY
EACUBO ANNUAL REPORT 2002-2003
TWO-YEAR COLLEGES COMMITTEE REPORT

Two-Year Committee Members:

Lynn Coleman, (Chair), Howard Community College
Lisa Marie McCauley, (Vice Chair), Northampton Community College
Claire Burlingham, SUNY Dutchess Community College
Charles Cleary, Tunxis Community College
John Keefe, Cape Cod Community College
Stephen Kirchner, The Community College of Baltimore County
Connie Manus, New Hampshire Community Technical College Nashua/Claremont
Eric Perkins, Mercer County Community College
Karen VanDerhoof, County College of Morris
Donald Aungst, (Board liaison), Capital University

PURPOSE

The Two-Year College Committee is responsible for understanding and communicating the special needs of the two-year college members of EACUBO, and for assisting in the design of professional development activities that are particularly relevant to those needs.

HIGHLIGHTS OF THE COMMITTEE:

Program Development

This year the committee has developed programs both for the EACUBO workshop in New York and the upcoming annual meeting in Baltimore.

Lisa Marie McCauley led the efforts for the annual workshop in New York. Lisa presented an excellent session on student housing issues for community colleges. Using Northampton Community College as an example, Lisa discussed issues of financing, student resident relationships, food service and housing expansion. The participants in the sessions got an excellent overview of issues they would face if they developed student housing on their campus.

Karen VanDerhoof worked to recruit a speaker for the annual meeting in Baltimore. Walter Smith, Former President of Florida A&M University and Roxbury Community College will speak on international economic development and the role of the community college. Dr. Smith will discuss his experiences in developing community colleges in Africa. This is a concurrent session and is scheduled for Tuesday, November 4 at 11am.
Mentoring and Outreach Program

The committee contacted a number of the members of the 13 area councils to ask about community college participation on their committees. Further work will continue on this program in the future.

Listserve Development

Chuck Cleary agreed to work on further developing the Two Year College information on the EACUBO website. Some ideas we would like to implement include:

- A bulletin board which would include surveys and other relevant information for two year colleges
- Our presentations at the workshop and annual meetings
- Possible information on insurance issues facing two year colleges

In the up coming year, the committee will continue to work on the Listserve development and the Mentoring Outreach Program.
EACUBO’s E-World is expanding. Over the past two years, the Board of Directors has strongly encouraged the integration of technology with our professional development and member support activities. EACUBO’s goal is the enhanced use of electronic media as a more cost effective and timely method to distribute information to members, vendors and others. There are a number of ways this has occurred, and is continuing to evolve: enhanced functionality on the EACUBO website, increased usage of the AIMS member database, and more reliance on email vs. paper mail for communications. For an all-volunteer organization, this goal has presented some challenges, but we are gradually making progress.

Highlights of what has already occurred:

- **HEdE**: One of the most exciting developments this past year has been the addition of HigherEdEmployment (HEdE) to our website. After exploring numerous options for a site where professionals can seek professional opportunities and where institutions can attract the professionals they require, HEdE is now available. It is simple to use and operates at the speed of the Internet. Individuals can search for opportunities privately and without obligation. Position listings can be emailed to a friend and explored at your convenience, and your identity is never disclosed. New employers can register quickly and privately. As soon as a position listing is submitted, thousands of professionals can see the position in their search results immediately. Created through a partnership with MRA Services, HEdE is the premier real time site for professionals seeking professionals in higher education. If you haven’t already done so, visit the EACUBO website and explore the functionality of HEdE today.

- **EACUBO ENews**: ENews is a periodic electronic bulletin sent to almost 8000 EACUBO members. ENews was developed as a means to supplement and highlight information available in the Newsletter and on the association’s website. It is used to provide short and concise information about current activities or important timely notices about an upcoming program.

- **ACUBO Program Calendar**: The ACUBO Program Calendar lists all programs of EACUBO, NACUBO, SACUBO, CACUBO, and WACUBO. It is the result of the ACUBO Initiative, involving each of the 5 ACUBOs. This program calendar is now live and can be accessed via the EACUBO website. Additionally, in the ‘spirit of ACUBO’ each of the 5 ACUBOs has active links to the other 4 associations on our websites.

- **ACUBO Speaker/Topic Database**: Another ACUBO Initiative, this database is available to each of the 5 associations to post information about speakers and their topics, for use by the other associations. It is also an invaluable tool within our region to help facilitate information about potential speakers across our various programming committees. Access to the database is provided to each of EACUBO’s committees involved in program development. This database will eventually be migrated into the new version of AIMS – more information below.

- **Online program registration**: While the Annual Meeting has offered online registration for several years through MRA Services, this capability now exists with both local area programs and the Annual Workshop. Thanks to the hard work of Jim Fisher and his staff at Rochester Institute of Technology, EACUBO now
has an online registration program to use for its smaller programs. Online registration provides members
with the convenience of web based registration and also allows the association to capture member
attendance information that can be entered into the member database.

- **iPlan:** EACUBO signed on with MRA Services this past year as a subscriber to iPlan, a coordinated
  meeting planning tool, which will be used by both the Annual Meeting and Annual Workshop Committees.
  This live online planning tool will greatly facilitate communications and coordination of all aspects of
  program planning – from speaker information to hotel logistics. It assures that everyone involved in the
  program planning has the most up to date and current information without having to distribute copy after
  copy of materials. For those of you who have worked on one of these committees will immediately
  recognize the tremendous value of this tool to facilitate communications and coordinate the large volume of
  work associated with putting on these programs. Additionally, EACUBO contracted with MRA develop an
  online call for proposals to work within iPlan. This call recently used for the 2003 Annual Meeting, greatly
  facilitating the collection of proposals and allowing the Annual Meeting and Annual Workshop
  Committees to easily share information about proposals. There are many features of iPlan which will
  interact directly with the website without having to duplicate efforts to maintain the site.

- **Live update capability on website:** For the first time, board and committee members are able to update
  their own contact information on the website directories. Maintaining the EACUBO directories has been a
  never-ending task especially with the almost weekly arrival of new area codes, job changes, etc etc. This
  update function will hopefully be replaced by a new version of AIMS – more information below.

**Highlights of what is coming:**

- **Major website redesign:** Coming in 2003 will be a major redesign of the association’s website, with a
  goal of improved web delivery. With this redesign, we have several additional goals desired: to better align
  and present information which is easily accessible; to have a members only access for board and committee
  members to post information relevant to their work; and to generally make the site more responsive to
  timely and accurate changes and updates needing to be posted quickly. Watch for more information to
  come on the exciting changes with the website.

- **Upgrade to the AIMS member database:** While the AIMS database has served a number of its originally
  planned functions of targeted member information, it has proven to still be somewhat unwieldy, inflexible
  and difficult to use. To address this problem, NACUBO has contracted for a new AIMS application called
  netFORUM, an integrated and completely web-based tool. It will allow us to track and search much more
  information and to get to it more easily than before. All members of the 5 ACUBOs will have access to and
  can update their own records, which will eliminate the need for re-entering information one or more times
  as is currently the case. For example, rather than sending an email about a change in area code or title to
  several different people, which has to be entered in several separate systems and sites, a member can enter
  this information directly from the web and have all information automatically updated. The new version
  offers much more flexibility and is more intuitive in its query function. We do not have a definite timeline
  for its installation, but expect it to occur this year. Again, watch for more information.

- **E-Newsletter trial edition:** In accordance with the goals of the Board to more fully integrate technology
  into our operations, EACUBO will test an electronic distribution of its Fall 2003 Newsletter instead of
  mailing a hard copy. While many other associations have moved in this direction as a cost-saving measure
  against the high costs of printing and postage, EACUBO has determined it will test an issue before making
  any decisions on longer term changes to the newsletter. We will be interested in your feedback on this trial
  and will provide more information in this newsletter on how to get that feedback to us.

This outlines EACUBO’s major technology initiatives. As you can see, it has been an exciting and busy year! One
other note worth mentioning is that we are seeing a significant increase over the past 18 months in the use of
contact information on the web by members and vendors to email general questions. For example, immediately
following the Philadelphia Annual Meeting in October 2002, there were dozens of email inquiries from vendors
wanting information about the 2003 meeting. This is obviously a credit to the successful vendor relations program of the 2002 Annual Meeting, but also shows that people are regularly visiting EACUBO’s website for information. If your surfing hasn’t included EACUBO yet, we urge you to bookmark www.eacubo.org for future reference. Check back with us often to see results of some of the exciting plans underway.
2003 was an unusual year for the EACUBO Newsletter. In effect, it was issued only three times instead of the normal four. It was printed and mailed conventionally in July and October of 2002 and in January of 2003. However, the May issue, after being assembled and printed, was withdrawn following the decision to move the 2003 Annual Meeting from Toronto since both the feature article headlined that meeting as well as references in other articles to plans for Toronto. Instead, the scheduled July issue went out electronically and will be covered in next year’s annual report.

The July 2002 issue was 12 pages with October’s increasing to 16 and January’s to 20. The mailing went to over 7200 individuals for each issue. Registration forms for the Annual Meeting, the Annual Workshop, and the EACUBO-Cornell Administrative Management Institute were included in appropriate issues. This served the dual purpose of facilitating members registration as well as saving the Association mailing costs. The newsletter also encouraged members to submit proposals for discussion topics at the Workshop, as well as providing an opportunity for individuals to indicate their interest in attending the Senior Business Officers Roundtable.

“Spotlights” focused on Wendy Libby, VP at Furman (now President of Stephens College in Columbia, MO) and Don Aungst, VP at Capital University. The January issue spotlighted the 2002 KPMG Peat Marwick Distinguished Service Award winner, Ann Spencer, the current Information Coordinator for EACUBO.

Another annual feature has been the report of the Senior Business Officers Roundtable, prepared by Gerry Romano, the Editor of NACUBO’s Business Officer magazine. Sponsored jointly by EACUBO and Fiduciary Trust International, the 2003 program had business officers and academic administrators trying to find opportunities in retrenchment with Kent John Chabator, President of Guilford College as the facilitator.

The financial statements for fiscal year 2002 were a part of the July 2003 on-line newsletter, reflecting the change in the Association’s fiscal year-end to December 31st. In future years, those statements will be in the May newsletter.

The primary purpose of the newsletter is to inform the membership of EACUBO-sponsored activities, such as the annual meeting, annual workshop, Senior Business Officers Roundtable, the EACUBO-Cornell Administrative Managers Institute, and the numerous area program sessions.

We are indebted to Sodexho for their financial support of all EACUBO activities, in particular, their generosity helps make the newsletter possible.
Activities: During this past year the sponsorship program continued to build and develop. This new integrated program is designed to recognize corporate partners for their support throughout the year. Those contributing to workshops, the annual meeting and providing gifts in kind and other forms of financial contributions will be recognized at the annual meeting. We continue to use a printed Exhibitor Prospectus and the EACUBO web site to fully explain the various sponsorship opportunities available.

During the year an initial mass mailing went out to several hundred potential sponsors along with follow up phone calls and e-mails. A second mailing occurred during late summer targeting sponsors who participated in the NACUBO annual meeting in Memphis. Recognition, beginning at the Bronze level for $1,000 to $1,900 sponsorships, is available. Diamond, the top of the five recognition levels, is for those sponsoring in excess of $20,000. Each level of sponsorship provides a list of benefits that the sponsor will receive in recognition of their support. At the annual meeting, signs, badges etc. will designate the various levels of sponsorship for each vendor.

This sponsorship program is operated in coordination with MRA who also provides Vendor Relations Program Management for our exhibitor program. With this arrangement MRA assists in marketing sponsorship opportunities, collects company descriptions and logos for onsite promotional materials along with producing the name badges and ribbons.

Through this arrangement, sponsorship development and solicitation is a joint responsibility of EACUBO and MRA Services. The primary EACUBO effort will be toward initial contact and verbal commitments by leveraging institutional relations. MRA will finalize arrangements, assign sponsorships, solicit contracts and manage logistics of follow through.

This arrangement should provide a holistic approach to sponsorship management for EACUBO. Sponsorships will be based on a company’s overall contribution to EACUBO. For 2003, total sponsorships remain strong and we are expecting another successful year.

My thanks to the EACUBO Board for their support and to Roy Merolli from Marist College, who assisted me this year as Co-chair.
The Committee met via a conference call: reviewed recommendations received for the award, and unanimously agreed to award the 2003 - KPMG - EACUBO Distinguished Service award to Walter McCarthy, the 1996-97 president of EACUBO and retired Vice President for Financial Affairs of the College of New Rochelle. The award will be presented at the 2003 EACUBO Annual Meeting by Ann Simpson, last year’s recipient of the award.

Submitted by Mary M. Lai
Chair of Committee
EACUBO ANNUAL REPORT 2002-2003
NOMINATING COMMITTEE ANNUAL REPORT

Nominating Committee Members:

Bob Huth, (Chair), Middlebury College
Don Cipullo, Montclair State University
Ginny Gregg, Rensselaer Polytechnic Institute
Rita Murdoch, Dartmouth College
Don Myers, American University
Minnis Ridenour, Virginia Polytechnic Institute and State University

The Committee unanimously nominated the following individuals to the following positions:

Second Vice-President (2004) Don Aungst, Capitol University
Secretary (2005) Keith Finan, Williams College
Sponsorship Coordinator (2006) Roy Merolli, Marist College
At-Large Board Member (2006) Jim Fisher, Rochester Institute of Technology
At-Large Board Member (2006) Julie Karns, Rider College
At-Large Board Member (2005) Lisa Marie McCauley, Northampton Community College
   (completing Don Aungst’s term)
At-Large Board Member (2004) Lynn Coleman, Howard Community College
   (completing Keith Finan’s term)
At-Large Board Member (2004) Rita Murdoch, Dartmouth College
   (completing Wendy Libby’s term)
Immediate Past President (2004) Terry Sampson, Atlantic Cape Community College
Delegate to NACUBO (2004) Bob Huth, Middlebury College

The Committee also recommended the following terms for the following positions to the Board:

Historian Three years ending 2004
Information Coordinator Three years ending 2003
Newsletter Editor Three years ending 2005
Programming Prefect Three years ending 2004
Site Coordinator Three years ending 2005
Sponsorship Coordinator Three years ending 2003

Respectfully submitted,

Bob Huth
Nominating Committee Chair
MISSION: In support of the instructional, research and public service missions of higher education, EACUBO exists to promote effective and ethical business and financial administration in colleges and universities in the Eastern region. EACUBO’s mission is carried out by designing and producing professional development activities; by promoting inter-institutional communication and cooperation among business and financial officers; and by disseminating information on current and future issues affecting business and financial administrators.

2002-2003 GOALS AND OBJECTIVES

Goal 1: Provide the membership with high quality professional development opportunities that are relevant and timely.
Accomplishments: Outstanding programs were fielded with relevant and timely themes, including the Annual Workshop “Excelling In A Changing World”, the Roundtable “Priorities Under Fire: The 3R’s- Reallocation, Reengineering, and Restructuring”, and the Annual Meeting. The constituent committees (Two-year Colleges, Small Colleges and Large Institutions committees) organized programs for the workshop and annual meeting that were particularly relevant for their respective sectors. The Large Institutions Committee launched a “hot topics” series with a discussion on UMIFA and underwater endowments. EACUBO board approved adding a pre-conference workshop to the Annual Meeting, at the request of a group of community colleges. Program Prefect established EACUBO as a CPE awarding organization.

Objective #1: Support the role of the Board liaison to each committee to ensure a two-way flow of communication, and provide the necessary resources and support to allow committee activities to better align with EACUBO goals and objectives.
Tactic: Board liaison/full Board to receive copies of minutes from each committee (use technology to facilitate), and vice versa—“close the loop”
Status/next steps: letters appointing new chairs will include request to copy Board liaison; policy manual will be updated to include this requirement; Board liaisons will be reminded to relay relevant board discussions to the committees.

Objective #2: Review the respective standing program committees’ charges, responsibilities, structure/size, and relationships and forward any recommendations for adjustment to the Board for consideration.
Ongoing Tactic: reestablish structure for APCs to rejuvenate local programs, set up expectations, links, and support
Accomplishments: Guidelines and procedures for recognizing local APC excellence were developed by the Program Prefect and approved by the Programming Council and the Board. The timeline calls for nominations to be solicited after the spring programs; the first award will be presented at the 2004 Annual Meeting; teleconferencing technology being made available via ACUBO initiative was used by local APCs; 15 workshops were held;

Objective #3: Support the role of the Programming Council to further the professional development objectives of EACUBO. Continue to identify appropriate topics of professional development to be
presented at local, regional and national levels and duplicate, coordinate and schedule appropriately for our membership.

**Ongoing Tactic:** expand the use of “experienced practitioners” and experience-based content for programs.

**Tactic:** establish database to facilitate use of “experience based” speakers and understand demographics of program participation.

**Accomplishments:** ACUBO Speaker/Topic database now available to program committees.

**Tactic:** use common evaluation tool to ensure use of GOOD experienced practitioners.

**Status/next steps:** first draft of ACUBO evaluation form received in July 2003; reviewed by Program Council; comments to be conveyed to NACUBO.

**Ongoing Tactic:** Develop marketing strategy that matches program/topic to target audience

**Accomplishments:** to collect information on audiences, Member Services Committee designed a common registration form, Program Council reviewed and approved.

**Status/next steps:** evaluate need for a Communications and Marketing Committee at January 2004 retreat.

**Objective #4:** Explore the greater use of technology to further the professional development and other objectives of EACUBO through a more efficient use of volunteer time and effort. (also under Goal III)

**Ongoing Tactic:** establish priorities and implementation plans to enhance effectiveness and efficiencies of organizational structure and program offerings through use of technology

**Accomplishments:** implemented HigherEdEmployment (HedE) for on-line posting of position openings; utilized on-line registration system for annual workshop and local APC offerings; used MRA’s iPlan for the Annual Workshop and Annual Meeting; Large Institutions Committee conducted an on-line programming survey and created a listserv for disseminating information to members.

**Status/next steps:** participating in ACUBO Innovation Council’s projects on electronic delivery mechanisms; Two-year Colleges Committee investigating an electronic bulletin board and on-line information on specific issues; Small Colleges Committee designing electronic Resource Directory

**Goal II:** Maintain an active membership that reflects diversity in the size and type of institution within the region.

**Objective #1:** Provide guidance on committee memberships and recruitment so that volunteers reflect the membership base and increase their effectiveness to the organization.

**Ongoing Tactic:** develop volunteers

**Ongoing Tactic:** create and implement succession plan for membership in APC that ensures vitality and continuity

**Tactic:** articulate institutional types, services offered to each and participation in both programming and organizational governance, in order to identify gaps

**Accomplishments:** Large Institutions Committee reviewed and clarified the definition of “Large”, compiled a list of institutions covered; enhanced committee structure.

**Status/next steps:** gap analysis was identified as task at the June 2003 programming retreat, approved by Executive Committee in September as top priority for programming Council for 2003-4.

**Objective #2:** Increase networking opportunities within EACUBO programs to increase linkages and its value to our organization.
Ongoing Tactic: establish mentoring program for new members and inactive members

Status/Next steps: Member Services started the process of matching new attendees with established members. Two-year Colleges Committee started mentoring and outreach program;

Ongoing Tactic: develop an evaluation/assessment vehicle for all EACUBO-sponsored programs that provide effective feedback to the committee offering program and the EACUBO board.

Status/Next Steps: Committee liaisons are charged with reporting back to the Board on evaluation results for each event held, at the next Board meeting after the event (e.g. March workshop report at June Board meeting); consistent evaluation form across the ACUBOs in development; Prefect gathering information on existing evaluation tools.

Goal III: Promote communication, coordination and cooperation among members, regions and with NACUBO.

Objective #1: Support the orientation process for new Board members and committee leadership to increase their effectiveness and ensure greater alignment with EACUBO objectives.

Tactic: Support committee transition by outgoing chair orienting new chair, supplementing the Board orientation. Outgoing chair documents key dates/meetings/procedures/suggestions for new chair, with copy to Information Coordinator

Status/Next steps: Appointment letter to new chair will include the request to orient successor; policy manual also will be updated.

Objective #2: Create written guidance on issues brought to the Board; circulate it among the committees and ensure that appropriate resources are made available for future committee action regarding those issues.

Accomplishments: Policy on Program Endorsements and Sponsorships has been updated to include criteria and procedures.

Ongoing Tactic: continue to explore programs with other associations

Status/Next Steps: Regional Presidents discussing options at February meeting; ACUBO continuing planning for shared opportunities, such as teleconferencing tool.

Objective #3: Explore the greater use of technology to further the objectives of EACUBO with a higher level of information sharing to reduce duplication of effort.

Tactic: enhance web-site as management tool by live updates; interactivity; members only access areas; outreach to APCs to populate speaker database.

Accomplishments: first electronic newsletter was produced in July; established an “E-Burst” announcement and notification communication network with EACUBO membership; Board and committee members are now able to update contact information on website directories;

Status/Next steps: Major re-design of the website is in progress, to include members-only access to committee information for board and committee members.

Goal IV: Ensure that EACUBO’s organizational structure and financial resources are adequate to fulfill our mission.
Objective #1: Continue to match resource allocation to the EACUBO goals and objectives to ensure the attainment of desired outcomes.

Proposed Tactic: Do analysis to determine whether vehicle is the right one (paper, web, electronic) and whether we want common designer/printer

Proposed Tactic: Create organizational oversight for print/design within EACUBO and consider collaboration with other ACUBOs

Respectfully submitted,

Yoke San L. Reynolds