January 2008

THE 2007 EACUBO ANNUAL MEETING HELD AT THE GREENBRIER IN WEST VIRGINIA SUCCEEDED IN “RAISED EXPECTATIONS” FOR ALL THOSE ATTENDING, FROM THE OPENING SPEECH MONDAY MORNING BY ROBERT F. KENNEDY, JR. TO THE LAST CONCURRENT SESSIONS ON TUESDAY AFTERNOON. THE WEATHER COOPERATED, IF YOU LIKE COLD AND SUNNY. THE FOOD WAS OUTSTANDING AND THE LOCATION ATTRACTION A GATHERING OF OVER 470, OVERFLOWING THE GREENBRIER WITH A CONSIDERABLE NUMBER HAVING TO BE HOUSED NEARBY.

Saturday evening, Aramark hosted the annual President’s Dinner attended by the Board, many of the committee chairs, as well as the presidents of the other regional ACUBO organizations. At this dinner, Mary Lai, Chair of the DSA Committee introduced Tom Kingston, VP at Franklin and Marshall, as this year’s recipient of the EACUBO/KPMG Distinguished Service Award.

Bright (?) and early (!) Sunday morning, a small number of hearty souls gathered for the 5K Fun/Run that circled the Greenbrier property on a cold, clear day. That same morning saw the beginning of the pre-conference workshop, “How to Green Your Campus,” sponsored by UBS Securities with Mark Blaire, Environmental Programs Director of Hackensack Medical Center, and John Cusak, Executive Director, New Jersey Higher Education Partnership for Sustainability. The golfers were finally able to get on the course at about 11 am after the sun had...
Delegate to naCubo
Margaret Plympton, Lehigh Univ.
e-mail: mfp3@lehigh.edu

IMMeDi ate Pa St PreSiDent anD Delegate to naCubo*
Yoke-San L. Reynolds, Univ. of Virginia
e-mail: ysr4@virginia.edu

HiSt orian
Therese Sampson, Atlantic Cape Community College
E-mail: sampson@atlantic.edu

HiSt orian eM erita
Mary Lai, Long Island University
E-mail: mary.lai@liu.edu

eDi tor*
John S. Ostrom, Cornell Univ.
e-mail: jso5@cornell.edu

Information Coordinator/Transition Team Leader*
Ann Spencer, Virginia Polytechnic Inst.
E-mail: aspencer@vt.edu

SITE COORDINATOR*
John Palmucci, Loyola Coll. in Maryland
E-mail: jap@loyola.edu
Margaret Cass Ferber

I WORK FOR NAZARETH College, a small independent College in the northeast with a strong liberal arts core complemented with well-integrated professional programs in the areas of education, health and human services, and business. We have just under 2,000 full-time undergraduate students, and approximately 1,100 graduate students, many of whom balance their work and studies.

Ruth Constantine, our 1st Vice President, works for Smith College, a highly regarded women’s liberal arts college founded in 1871. Smith educates some 2,850 undergraduates.

Jim Fisher, our 2nd Vice President, works for the Rochester Institute of Technology, one of the largest private comprehensive universities in the country. Total enrollment at RIT is approximately 15,600 students, including 13,200 undergraduates and 2,400 graduate students in an array of fields including computer science, engineering and imaging arts. (The issues are the same for Ruth and me as they are for Jim; we just have one fewer decimal place in our figures!)

Our EACUBO Board as a whole includes representatives from all of our constituency categories, including research-intensive institutions, comprehensive institutions, small colleges and community colleges. We are careful to ensure that voices from each sector are represented in our planning and discussions.

Why am I sharing this as the introduction to this quarter’s newsletter article from the EACUBO President? Because I want to highlight the variety of institutions we collectively represent, and how we can all benefit from our association.

Sometimes the issues we struggle with in our daily work vary significantly from one type of institution to another. While at our Annual Meeting, the current President of SACUBO, Rudy Gonzales, who serves as Vice Chancellor for Financial Services for Tarrant County College District in Fort Worth, Texas, shared with me that he is involved in planning the construction of an entirely new campus of 13 buildings to serve some an additional 10,000 students. This is an addition to the over 42,000 students currently enrolled! Along with construction of a new campus, renovations to the existing four campuses are also taking place. Our community colleges are struggling to keep pace with expanding enrollments and declining state support.

My challenges at Nazareth also include construction, but on a far more modest scale. We are building a new residence hall, undertaking a comprehensive renovation of our arts center, and planning for construction of a much-needed science facility and expanded health services facilities. This may seem modest compared to Rudy’s challenges, but it’s major for my institution. And as a highly enrollment-dependent institution, careful financial planning is critical to ensuring our continued fiscal health.

When I need guidance about sustainable design, I can reach out to past EACUBO President Bob Huth, Executive Vice President & Treasurer at Middlebury College. When I have questions about developing a comprehensive campus master plan, I can turn to fellow board member John Palmucci, Vice President for Finance and Treasurer at Loyola College in Maryland.

My point is to underscore the intangible benefits of EACUBO volunteer service. Aside from the high-quality professional development opportunities provided by our association, and aside from dissemination of information on emerging issues, the third element of our mission involves the encouragement of collaboration and cooperation among institutions. Sometimes this happens simply by networking at our annual meeting, annual workshop, drive-in workshops or the senior business officers’ roundtable. Conversations over lunch or coffee at these events can often lead to important resources for follow-up discussions.

But if you want to take that networking to the next level, you need to roll up your sleeves and get involved. For me, that began in the local area programming in the Boston area in the early 90’s. I was working as Controller at Wheaton College, and realized that there was no one else on my campus with the same set of job challenges as me, and that was likely to be the case for the rest of my career. So if I wanted peers who wrestled with really similar issues, I needed to find them at the dozens of other colleges in the Boston area. I spoke my mind once too often, and next thing you know Ed MacKay, Vice Chancellor & Treasurer of the University System of New Hampshire, decided I should take a role at the regional level. Some 15 years later, EACUBO volunteer work has been a constant component of my professional life regardless of the type or size of institution at which I have worked.

Each time I step away from my campus and gather with my EACUBO colleagues for a PD program or a board meeting, I come back refreshed and reinvigorated. Sometimes
I have specific new information regarding a topic I have been struggling with. Oftentimes, I simply have had the empathy of colleagues, many of whom have more years experience than I, letting me know that whatever my issue is, there is a path forward, I simply have to keep working at it, but somehow with their advice and perspective it seems less daunting.

One of the goals that the EACUBO board has set for itself this year is to work toward strengthening our efforts at volunteer recruitment, development and acknowledgement. We had identified this area as a priority in our Fall 2006 Strategic Plan, and we are now moving forward with a re-energized Membership Engagement Committee (MEC). Our chair for this committee is Bob Helfman from the University of Pennsylvania, and our 1st Vice President, Ruth Constantine will be the board representative to this committee this year. Membership Engagement will be the primary focus of our January retreat this year, involving board members, committee chairs and vice chairs, and all the members of the MEC. We want to make sure that we reach out effectively to engage our members as volunteers and that we ensure that their volunteer experience is meaningful and satisfying.

As winter inevitably transitions toward spring, we will be seeking new committee member candidates for assignments beginning in Fall 2008 (see article on page ___). I hope that this early discussion prompts you to begin thinking about how you might best contribute to our association through greater participation. I can assure you that the hours invested are more than compensated by the intangible benefits of camaraderie, empathy, and wisdom provided by interaction with fellow association members.

Finally, I want to acknowledge the service of our board volunteers whose terms were completed at our recent Annual Meeting. Keith Finan, Associate Provost at Williams College, completed four years of service as Secretary to our Board of Directors. His work in keeping us on task and on track has been greatly appreciated by all of us. Lynn Coleman, Vice President of Administration and Finance for Howard Community College, also completed a three-year term as an At Large Director. While we will miss Lynn’s insight and perspective on the EACUBO Board, we are pleased that Lynn joined the NACUBO Board as an At Large Director this past year, and so we will continue to have the benefit of her participation, just at the national level.

In addition to these board volunteers, many of our committee members and chairs wrapped up their terms of service at the conclusion of the Annual Meeting. We thank them for their hours of effort to ensure that we achieve our mission: to provide high quality professional development, promote inter-institutional collaboration and cooperation, and disseminate timely information on emerging issues in order to support us all as we strive to promote effective and ethical business administration at colleges and universities in the Eastern region.

Best wishes for a peaceful and productive 2008,

**EACUBO’s 2008 Annual Meeting Planning Underway**

“GATEWAY TO EXCELLENCE” IN EXCITING TORONTO, ONTARIO

PLANNING IS ALREADY UNDERWAY for the 2008 Annual Meeting on October 26th-28th, 2008 at the Westin Harbour Castle in Toronto, Ontario, Canada. The Program Committee is reviewing the feedback from the Greenbrier Meeting and working to develop an exciting and enriching program focused on the needs of business officers.

**What can you do to help prepare?**

1. If you haven’t already provided your feedback from the Greenbrier meeting, please go to the EACUBO Annual Meeting website and let us know what you think. You can find the survey at [http://www.eacubo.org/events/annualMeetings/2007Conf/index.asp](http://www.eacubo.org/events/annualMeetings/2007Conf/index.asp)

2. **Get your passport.** You will need a passport to attend the meeting so please take the time now to get your passport so you won’t be disappointed in October.

3. **Think about a concurrent session that you can lead.** With a rolling call for proposals you can always submit your ideas for sessions at [http://www.eacubo.org/cfpSelect.asp](http://www.eacubo.org/cfpSelect.asp). The Program Committee regularly reviews the submissions and would welcome more sessions led by members.

THE WESTIN HARBOUR CASTLE in Toronto is another in a long line of fabulous locations. The Westin Harbour Castle, Toronto is a 977-room twin tower rising 38 stories above scenic Lake Ontario, and is conveniently located near major attractions, including the Air Canada Centre, CN Tower, Financial and Theatre districts. This CAA/AAA Four Diamond Award hotel has easy highway access and is less than 30 minutes from Lester B. Pearson International Airport.

We look forward to seeing you there!!
From The Editor

John S. Ostrom

Dribs and Drabs

THE OCTOBER 5, 2007 Chronicle of Higher Education noted that Stephen Storck, formerly vice president for administration and CFO at Otterbein College had moved to Lycoming College as vice president and treasurer. Steve has been an active committee member in EACUBO.

Lester Loomis Dies

Lester Loomis, president of the Eastern Association of College and University Business Officers in 1969, died in Dover, New Hampshire July 25, 2007. Loomis started in higher education as a faculty member at St. Lawrence University, becoming assistant controller. After working for the George Hall Corporation of Montreal, he became treasurer of Brandies University in Waltham, MA, retiring as Vice President of Finance and Treasurer. During his term as EACUBO president, the Association celebrated its 50th Anniversary in its annual meeting at the Greenbrier. His wife, Doris Ann Loomis, sons James Lester and Lyon Anderson, and two grandsons survive him.

John Walda, NACUBO President Meets With Eacubo Board

The EACUBO Board met Saturday morning at the Greenbrier in advance of the Annual Meeting. Prior to dealing with a long agenda, Peg Ferber, EACUBO President, welcomed John Walda, President of the National Association.

Walda reported that a benchmarking tool is being developed with corporate partners, beginning with data from the tuition study. It is on the NACUBO website and permits institutions to compare with a self-defined peer group. The next step will add endowment data. He stated that the Annual Endowment Study had been completed for the 35th year with 792 institutions participating.

Walda commented that NACUBO had been working closely with the NCAA to refine reporting standards for intercollegiate athletics. He also mentioned that they had jointly worked on developing dashboard indicators and best practices for athletics. He announced that a NACUBO-NCAA-sponsored workshop was scheduled for the coming year for the chief financial officers of athletics departments.

Turning to advocacy issues, John stated that NACUBO was partnering with the Association of Governing Boards and the Common Fund to work out the kinks in UPMIFA (Uniform Prudent Management of Institutional Funds Act), the recently-changed uniform law that will have significant impact on the fiscal reporting of investments. He mentioned that thirteen states have already passed the law. He also said that NACUBO was involved in the redesign of the Form 990.

His next topic was “conflict of interest,” the issue raised by the recent problems in the student loan area. He said that NACUBO had reviewed its internal practices and had met with 15 other associations in September to develop a common conflict of interest policy.

Finally, he prophesized that Congress would pass a law mandating endowment spending at 5% of market value for those institutions with over $500 million in endowments.

Massdevelopment Funds Three College Building Plans

Mass Development has issued $48 million in tax-exempt bonds on behalf of Wheelock College, Boston. The proceeds will be used to build a 65,600 square foot mixed use building including a campus center, plus a kitchen and dining facilities along with dorm rooms for 130 students.

Boston College was the beneficiary of $177 million in tax-exempt bonds that is to be used to purchase 19 acres of land and two buildings from the Archdiocese, renovate three academic buildings and refund a previous bond issue.

Lastly, Smith College plans to use $72,960,000 Tax-exempt bonds to construct a new science and engineering building, renovations to the library and several residence halls.
eliminated the frost on the ground. (Never did hear how the tournament came out.) Later that afternoon, a reception was held for those attending the annual meeting for the first time. This was followed by a reception for all the attendees held in the exhibit hall, the first time this had been planned. (There was serious competition from the significant crowd following the Patriots-Colts football game) This gave attendees the opportunity to meet and discuss matters with the over 90 vendors participating.

Monday morning at 8:30 am, EACUBO President Peg Ferber introduced our first speaker, Robert F. Kennedy, Jr. Kennedy, whose topic was “A Contract with Our Future.” Kennedy proclaimed that our failures served to load our problems on the backs of future generations. Declaring that good environmental policy was good economic policy, he decried the corrosive nature of corporate power, stating that the Bush administration had put the polluters in charge of the environment. At the same time, he spoke in favor of a free market vs. corporate cronyism, stating that “you make yourself rich by making the public rich.”

Kennedy stated that we need to protect the environment, that when we destroy nature, we are destroying our own lives. While he suggested energy alternatives were needed, he pointed out that nuclear energy, while a good idea, clearly had safety issues since that industry could not obtain insurance coverage since it is not considered safe. Declaring that the last seven years had drained the world of admiration of our country, Kennedy’s remarks were followed by a standing ovation from the assemblage.

Diana Oblinger, Vice President of EDUCAUSE, spoke on “Education in Exponential Times.” She suggested that today’s students were part of the “net generation,” constantly connected. She mentioned that children under the age of six are often regular users of computers, watch TV frequently, and read very little. Stating that information is everywhere, she said that 22 million have MP3 players and 6 million download pod casts. Today’s generation are media creators with 19% having blogs and 22% having web pages. Amateurs have become authorities through such devices as Wikipedia and have a significant influence on mainstream media through cell phone pictures. She reported that 70% of today’s students check their Instant Messages first thing and 100% communicate with someone every time they go on line. Today’s learners are highly transient and will have 10 – 14 jobs by the time they are 38 years old; half of all employees have been with the same company less than five years.

In addition to the four general sessions, there was the usual wide variety of concurrent sessions offered – from “Top 5 Information Security Trends” and “Managing Conflicts: Handling the Talks You Dread”, to “Confronting Affordability, Politics and Demographics” and “2007 Pension Plan Update.”


Continued page 7
Tuesday morning, at the Annual Business Meeting of the Association, President Peg Ferber announced that the KPMG Peat Marwick EACUBO Distinguished Service Award for 2007 had been presented to Tom Kingston, currently VP for Finance & Administration and Treasurer at Franklin and Marshall College. (See separate article in this issue.) Tom recently announced that he was retiring the end of this calendar year. At this meeting, the new officer slate was introduced. Peg Ferber remains as President; Ruth Constantine, Smith College, moves up to become 1st Vice President; Jim Fisher, Rochester Institute of Technology, was named as 2nd Vice President; Lisa Marie McCauley King’s College, remains as Treasurer, Rita Murdoch, Dartmouth College, takes over as Secretary, and Randy Gentzler, University of Philadelphia, was appointed Program Prefect. New Board members include Mike Gower, University of Vermont, Melissa Hopp, Community College of Baltimore, and Annemiecke Martinez, Georgetown University. Next year’s Program Chair, Roger Stackpoole, LeMoyne College, invited everyone to plan now to meet again in Toronto.

Following the business meeting, Tina Bjarekull, President of the Maryland Independent College and University Association, provided an update on “The Aftermath of the Spellings Commission.” Explaining that the commission held six meetings plus two public hearings over a ten-month period. The initial draft report was highly critical of higher education, using such phrases as “glaring deficiencies”, unseemly complacency about the future”, and “colleges and universities have shown little inclination to cut costs and improve their productivity.” The final report was less harsh but still critical, finding that college costs had outpaced inflation at the same time state subsidies had decreased. Secretary Spellings appointed a 24-member steering committee to aid in implementing her six broad goals –access and success, cost and affordability, transparency and accountability, innovation, lifelong learning, and investment in global competitiveness. She then reviewed the specific recommendations in each of these areas, including such ideas as revised standards for transfer of credits, particularly between for-profits and not-profits, restructuring student financial aid, including significant increases in federal support of need-based aid. She stated that colleges should use performance benchmarks in controlling costs. She also indicated that there was a strong possibility of legislation mandating higher endowment payouts. The
Commission recommended creation of a user-friendly information database on higher education, mentioning specifically that the National Association of Independent Colleges and Universities had launched an Accountability Network. The Commission called for increased use of information technology to share resources across institutions, including both library and online curriculum. Increased attention to adult learners was to become a national strategy and there should be increased emphasis on global competitiveness.

Bjarekull mentioned some of the concerns of the higher education community, for example that the report relied heavily on anecdotal evidence, and that the report erodes institutional autonomy and expands federal authority. She concluded with the statement that the Spellings Report, in general, had the support of higher education.

That afternoon, Jane Wellman, Executive Director of the Delta Project, of the Association of Governing Boards (AGB), spoke on “Strengthening Board Capacity for Overseeing College Costs.” She started her presentation with data showing that the U.S. trailed many other nations in numbers of those with degrees, particularly related to those fields where there was significant demand. Specifically, she stated that we would need an additional 16.2 million degrees to meet manpower demands. States would need to contribute 40% more than the current level of support for these additional students. She indicated that public sentiment looked favorably at higher education (50% felt college opportunity was critical for participation in the economy) but 62% worried that qualified students are denied that opportunity.

AGB has established a focus group with Board members, including Board chairs, college presidents and opinion leaders to ask a number of critical questions: Does higher Ed have a “cost” problem? How serious is this on your campus? Is it the subject of an action plan? Is the Board active in addressing questions concerning expenditures? A survey of campus leaders indicated that most Boards were not focusing on this critical issue. She concluded by offering three key areas that Boards needed to address: General Financial Condition; Maintenance of Assets; Effective Use of Resources. AGB has been developing Board-level measures for each of these areas and she urged those attending to become [part of the AGB Cost Project.

The final general session featured Hugh Blaine, Partner and Consultant with the Effectiveness Institute, also the home base for well-known Tom Chamoux. In a light-hearted manner, Blane stated that people are willing to follow someone who is Honest, Forward Looking, Competent, and Inspiring. Talking about brand selection, i.e., Coke
vs. Pepsi, CNN vs. MSN, he stated that we all are a “brand choice when we enter a room. Is the brand reliable, competent, how does it make us feel, and does it allow for easy choice? He stated that four words describe our particular brand of leadership: Serious, Interested, Articulate, and Leader. “Be distinct or be extinct,” were the words of noted author, Tom Peters. Blane New York vs. Boston, defined “Influence” as “the ability to shape with full integrity the thoughts, feelings, beliefs or actions of others.” He recommended that we all should perform brand inventory, reviewing the values that influence behavior, understanding our impact, and shed light on all our interactions.

He closed with three key questions: Who are you?; What is your purpose for being here on earth? and, What do you do each day to accomplish this? Blane’s talk was a fitting conclusion to a full program aimed at “raising our expectations.”

The meeting ended with a grand flourish at the closing reception where the sponsor, Key Bank, provided everyone with a fleece throw blanket. From there, attendees headed either to the main dining room or to Sam Snead’s Place for one final superb Greenbrier meal and one last chance to chat with friends. Remember to mark your calendars now and get your passports ready for 2008 in Toronto.

Look for more Annual Meeting photos on the Web, www.eacubo.org

BELOIT REPORTS ON 2007 COLLEGE FRESHMAN

EVERY YEAR, Beloit College reports on the background of today’s freshmen. The following excerpts some of the attributes of the Class of 2011.

» They have grown up with bottled water.
» Rap music has always been mainstream.
» Religious leaders have always been telling politicians what to do, or else!
» “Off the hook” has never had anything to do with a telephone.
» Russia has always had a multi-party political system.
» They were born the year Harvard Law Review Editor Barack Obama announced he might run for office some day.
» Wal-Mart has always been a larger retailer than Sears and has always employed more workers than GM.
» Al Gore has always been running for president or thinking about it.
» U2 has always been more than a spy plane.
» Stadiums, rock tours and sporting events have always had corporate names.
» Fox has always been a major network.
» Women’s studies majors have always been offered on campus.
» Thanks to MySpace and Facebook, autobiography can happen in real time.
» They learned about JFK from Oliver Stone and Malcolm X from Spike Lee.
» Most phone calls have never been private.
» They get much more information from Jon Stewart and Stephen Colbert than from the newspaper.
» They will encounter roughly equal numbers of female and male professors in the classroom.
» The World Wide Web has been an online tool since they were born.
» Food packaging has always included nutritional labeling.

SOURCE: BELOIT COLLEGE
Kingston Receives EACUBO/KPMG Distinguished Service Award

At the President’s Dinner, preceding the beginning of the Annual Meeting held at the Greenbrier, Mary Lai, Treasurer Emeriti of LIU and EACUBO’s Historian Emerita, presented the EACUBO/KPMG Distinguished Service Award to Thomas Kingston, Jr., Vice President for Finance and Administration and Treasurer at Franklin and Marshall College.

In presenting the award, Mary stated that this was the 19th year it has been awarded. A committee composed of herself, Joe Grasso (last year’s award winner), and Randy Gentzler reviewed and evaluated nominations for the award.

In her presentation, Lai stated, “Tom has been a very active college and university business officer for close to forty years. He began his career as a contracts administrator at Syracuse University. In 1971, he left Syracuse to become the Business Manager of the Wilmington Friends School in Wilmington, Delaware. Ten years later in 1981, he was challenged by the opportunity to become Treasurer and CFO at Elizabethtown College in Pennsylvania. Four years later, Philadelphia University persuaded him to become its Vice President for Business and Finance and Treasurer, a position he held for ten years. In July 1995, he became CFO at Franklin and Marshall College in Lancaster, PA where he currently serves as Vice President for Finance and Administration and Treasurer. (Tom retired at the end of 2007.)

The college annual budget is over $100 million and its endowment funds total $400 million. Tom’s accomplishments at F & M include attaining a S&P bond rating of A+ and a Moody’s upgrade to A1, implementation of new financial system software, MIS, the first college-wide budget priorities committee, and budget planning in support of their long range strategic plan.

Tom received his BS degree from Lemoyne College in 1968 and his Master’s from the University of Delaware in 1978. He attended the Harvard Institute for Educational Management in 1990. He also has attended many other professional development institutes sponsored by EACUBO, NASCUBO, and NAEB.

He has also managed to serve other professional organizations in many capacities. In the mid ‘80s, he was chair of the EACUBO Sponsorship Committee, served on the Area Programming Committee for the Philadelphia region, and on the EACUBO Annual Workshop in the early ‘90s. For several years he served on both the EACUBO and NASCUBO Small College committees, chairing the EACUBO committee in 1994. He served on the EACUBO Board of Directors from 1994–2001 and the National Board from 2000 to 2003. In 2000–2001, he was President of EACUBO.

Additionally, Tom’s community service includes being a member and chair of the Finance Committee of the Lancaster Orchestra Board of Directors, the Finance Committee of St. John Neumann Church, Corporate Finance Committee of the Fulton Opera House, and a member of the Member Service Committee of the Association of Independent Colleges and Universities in Pennsylvania.

As you can see, Tom has distinguished himself as a dedicated, successful business officer who has served his profession and community in many areas. We are grateful for his service to our profession and therefore with pride present him with this award.”

EACUBO Seeks Volunteers

THE EASTERN ASSOCIATION of College and University Business Officers is a dynamic, active organization. What makes it work? The answer is volunteers - people like you who serve as officers, directors, and committee members.

It’s that time of year when we begin the search for new participants to join those already involved. We have programming committees, constituency committees and administrative committees, each with its own role to play in ensuring that we achieve our mission of promoting effective and ethical business and financial administration in colleges and universities in the Eastern region.

We hope that you will review the brief committee descriptions below and consider volunteering your own commitment or nominating candidates for consideration by the board when nominations take place for 2008-09.

I. PROGRAMMING COMMITTEES

Program Committee

The chair and vice chair of this committee oversee the three major EACUBO professional development programs to ensure that the association’s professional development goals are being met. EACUBO has adopted a competency framework to guide its professional development, and the committee ensures those competencies are covered in the program offerings.

Annual Meeting (October)

Responsible for the development of Annual Meeting content and the identification of high quality speakers, aimed at providing a cost-effective professional development and networking opportunity for chief business officers and other EACUBO members.

Annual Workshop (March)

Responsible for planning the Annual Workshop program, covering topics of current interest for administrative and technical staff from colleges and universities throughout the region. The committee develops the program content and identifies and recruits the speakers.

Senior Business Officers’ Roundtable (June)

An intensive, interactive program in which a small group of business officers focus on a current issue or issues important to the higher education industry. The committee is responsible for selecting the focus of the roundtable as well as the facilitator and presenters. Depending on the topic of the roundtable, in some years business officers participating in the roundtable are joined by other executives from their campuses.

Area Programming Committees (On-going)

In addition to the program opportunities under the program committee’s oversight, there are fourteen areas within the Eastern region that have programming committees responsible for developing and producing EACUBO’s one-day, drive-in workshops. These area program committees also seek additional members every year. Further information about these committees can be found through the association’s web site — www.eacubo.org.

II. CONSTITUENT COMMITTEES

The constituent committees address issues unique to their institution type as well as current ‘hot topics,’ and work with the programming committees listed above to ensure that constituent interests are being addressed. Additionally, each constituent committee typically holds a roundtable, panel or other session for their respective members at the Annual Meeting. Constituent committees serve as a resource for the EACUBO Board by understanding and communicating the particular needs of their constituents.

Research Institutions Committee

Ensures that the programs and services offered by the Association meet the needs of research universities through providing input to the program committees as well as creating an informal network among research institutions to promote the sharing of information, ideas, and creative solutions to problems.

Comprehensive Institutions Committee

Ensures that the programs and services offered by the Association meet the needs of comprehensive institutions through providing input to the program committees as well as creating an informal network among comprehensive institutions to promote the sharing of information, ideas, and creative solutions to problems.

Small Colleges Committee

Ensures that the programs and services offered by the Association meet the needs of small colleges through providing input to the program committees as well as creating an informal network among small colleges to promote the sharing of information, ideas, and creative solutions to problems.

Community Colleges Committee

Ensures that the programs and services offered by the Association meet the needs of community colleges through providing input to the program committees as well as creating an informal network among community colleges to promote the sharing of information, ideas, and creative solutions to problems.
EACUBO and Cornell University are delighted to announce that the sixteenth annual Administrative Management Institute (AMI) will be held from July 27 to August 1, 2008, on the Cornell campus.

This acclaimed institute focuses on helping talented professionals enhance their effectiveness and excel within their institutions and departments. Through panel discussions, presentations, workshops, and interactive case studies, participants explore timely topics including:

- Current issues in employment law and compliance
- Improving business practices
- Risk management and liability
- Fiduciary responsibility
- Tax issues and other updates
- Dynamic negotiations

Presenters include distinguished members of university central administrations and faculties; college officers and unit managers whose work is recognized as outstanding; and senior representatives from a variety of institutions nationwide.

Business and administrative managers who have attended past AMIs say they are always impressed by what they accomplish during the program and by the positive impact AMI has on their performance and organizations.

“Presenters and materials were excellent and informative. Everyone was hospitable; congenial group of participants. All in all, a wonderful experience that I would recommend to others.”

“As leaders we are continually building our technical skills, often leaving out the importance of refining the soft skills. This program presented the value of developing a balance in both areas.”

For more information, please contact the Administrative Management Institute, Cornell University, B20 Day Hall, Ithaca, NY 14853-2801. Telephone: 607 255-7259. Fax: 607 255-8942. E-mail: cusp@cornell.edu. Web: www.sce.cornell.edu/exec.

III. ADMINISTRATIVE COMMITTEES

These committees assist the Board of Directors with the organizational operations of the Association.

Membership Engagement Committee

This committee recruits new member institutions from among eligible colleges, universities, independent schools, former business officers, and private firms providing service to higher education; maximizes membership renewals, provides welcoming events for new member institutions and new attendees at major program events, develops and delivers an appropriate organizational orientation for new volunteers, and develops appropriate mechanisms for seeking volunteers to serve on EACUBO committees.

Audit Committee

This committee examines and evaluates the adequacy and effectiveness of the processes for keeping the Association’s financial records and of the related systems of internal control. The committee provides a letter of findings to the Treasurer and the Board of Directors to present any issues arising during the course of the review.

Nominating Committee

This committee assures the selection of highly qualified individuals to fill vacant director and officer positions. Nominees are voted by the membership at the annual business meeting.

TO JOIN A COMMITTEE

If you are interested in joining an EACUBO committee, please provide the information specified below via postal or electronic mail. The EACUBO Board will consider all expressions of interest received, also referring them to area programming committees as appropriate. Most committee members are appointed during the summer months for a three-year term beginning as of the fall Annual Meeting. We will be in touch with you to discuss specific assignments and opportunities. Thank you for your interest!

Further information may be found on our web site at: http://www.eacubo.org/Volunteers/committee_responsibilities.asp.

Please send information about your past EACUBO experience and your committee preference(s) along with your Name, Institution and Title; Address, Phone, Fax and E-mail. Send to: Ruth Constantine, Vice President for Finance & Administration, Smith College, 230 College Hall, Northampton, MA 01063-3795. Tel: 413-585-2900; Fax: 413-585-9206; E-mail: rconstan@smith.edu.
Organizational effectiveness was top of mind during this year’s EACUBO Senior Business Officer Roundtable, in Philadelphia on June 7 – 8, 2007. Industry experts guided attendees to better understand the key factors influencing the viability of all types of higher education institutions. To do so, presenters helped event participants explore the shift within human resources from an administrative, nuts-and-bolts operation to one that encourages strategic talent management. Presenters also explained how to develop institutional metrics that work. Advice for dealing with complex change and for making tough decisions completed the program agenda. Chief business officers from across the region came away with new ideas and tools to incorporate into their management practices.

Institutional Viability
To begin the focus on institutional performance, representatives from Moody’s Investors Service presented a financial industry outlook. According to Moody’s research, credit rating upgrades outpaced downgrades this year for the first time since 2001. Given this trajectory, the discussion turned to some relevant questions: What are the characteristics of the most robust institutions? What can you do to ensure the most productive visit with a rating agency?

Defining characteristics.
Dennis Gephardt, an analyst from Moody’s Higher Education and Not-for-Profit Service, outlined the indicators that his firm associates with an institution’s financial viability. Colleges and universities with momentum, Gephardt said, tend to be elite institutions with large diversified endowments. They also tend to be urban, private and public institutions; large public entities and systems with growing philanthropic support; and large community colleges that serve vibrant metropolitan areas—particularly community colleges located in the same city as the state’s flagship institution. Gephardt noted that, as the saying goes, “the wealthiest just get wealthier.”

Stable institutions tend to be midsize, liberal arts colleges with a regional draw; regional public universities in the South and West, where demographic trends indicate an increase incollege-aged individuals; and community colleges as a whole. Meanwhile, institutions facing challenges are most likely small, private institutions with limited geographic appeal; private entities with ambiguous strategic plans and a tendency to spend significant funds to improve their national reputation; regional, public institutions in weaker demographic areas, which compete with community colleges; and community colleges in economically stagnant areas.

When the rating agency comes to call.
To prepare for visits by rating agencies that evaluate institutions, Gephardt suggested that business officers include the following strategies for effective interactions:

• For initial meetings, ensure that the primary participants include the board chair; the president and CEO; the treasurer or chief investment officer; and top representatives from the business office, admissions, development, and academic administration.

• Provide an institutional history or background for rating agencies once they are on campus, because you cannot assume that the agencies know what your college or university wants them to know. “Selling is good; spinning is bad,” Gephardt said. So, it’s important to share details and to show that the institution focuses energy around the future.

• Recognize that revealing problems can be good as long as the institution has a plan to address them. Confirm this by presenting a detailed plan for problem resolution backed by data and cost analysis.

Continued page 14
Provide a statement as to why students want to attend your institution.

What can prove unproductive during rating agency visits are general, broad assertions with no data to support them. Gephardt noted these actions to avoid:

- Allowing the banker to do most of the talking.
- Making the rating agency the “bad guy.”
- Asking the rating agency what the representatives want the institution to do.
- Working with unprepared analysts from the rating agency. You’ll achieve much better results when the rating agency is familiar with your institution’s portfolio and is not forced to ask obvious questions or to repeat requests for information.

Refocusing Human Resources

The discussion then turned to managing human capital. Representatives from Brill Neumann Associates, a consulting and executive search firm, discussed strategic alignment and talent management in higher education. Brill representatives pointed out how the present-day workforce is truly intergenerational—from pre-boomers to baby boomers, from Generation X and Y to the Millennials. Along with this diverse generational mix, it is predicted that 40 percent of the workforce may retire within the next 10 years. These statistics are simultaneously enlightening and disconcerting. Clearly, with this kind of massive shift on the horizon, institutions must have the ability to retain solid employees with the appropriate skill sets to do their jobs.

Brill Neumann representatives raised another concern related to predicted retirements. The pipeline for staff in top positions likely will not be the “lifers,” or those who choose to stay for the long haul, as it has been in the past. This assertion led the chief business officers at the roundtable to a discussion centered on the need to fill the faculty pipeline while shifting the human resources focus from operational practices to strategic and visionary ones.

A real-life example demonstrated the seriousness of the human capital situation. At Cornell University, performance evaluations indicated that the faculty members most likely to underperform were those in their late 40s and 50s, who had been hired at a time when demand for faculty was high. “Bubble faculty,” as they are sometimes called, were part of a mass-hiring period during which selectivity and high quality were often forsaken to fill positions.

Another similar scenario is brewing. But this time, Cornell has strategically begun to prefill the gap by bringing in tenured faculty rather than relying on junior faculty members whose performances have not been established. This approach proves to be expensive, and one challenge of bringing in a tenured faculty member is the increase in funding on the academic side at the expense of the administrative side. Although hiring tenured faculty comes across as a viable plan, it still generates concern over prefilling positions in anticipation of certain retirements. What happens when institutions staff up and faculty on the cusp of retiring wind up staying longer?

Other strategic components to focus on within the institution, advised Brill Neumann, are reframing jobs and encouraging staff to collaborate more. Aligning staff into the roles you want them to have is key. Being true to what your needs are and getting current staff to that point—or hiring additional staff for these new roles—are also critical.

Another element is that of rethinking the framework for Generation-X and -Y employees. Oftentimes, the focus is on the negative—these generations, for example, are seen as more high maintenance and not as loyal as previous generations. Instead, the focus should be shifted to younger workers’ strengths—their technological capabilities, the tendency to be more socially conscious, and the desire for more work/life balance.

Building the Case for Institutional Metrics

The ability to evaluate your institution’s organizational effectiveness and viability rests in large part on access to reliable data and metrics. Only then can chief business officers gain the ability to analyze the institution’s performance and evaluate future trends. Kelly Jones and Barbara Butterfield from Segal/Sibson, a strategic human resources consulting firm, presented successful approaches, tools, and metric frameworks for evaluating organizational effectiveness.

- “What are the presidential concerns that you are hearing?” Butterfield asked at the beginning of the session. Participants’ responses honed in on financial concerns: Will we have the cash? How are we positioned financially
to support initiatives?
• First, advised the presenters, outcomes-oriented questions are crucial to figuring out how to measure and collect the right data. For instance, ask questions around enrollment numbers: What is our enrollment target? What enrollment numbers can we sustain? What is our minimum? How have particular enrollments, such as those from out-of-state, changed?

Additionally, said Jones and Butterfield, it is important to start slow. Focus on metrics that leaders can get their arms around—items that they can manage and understand and that are important enough to impact and represent the entire university.

Butterfield suggested a stop to sending out reports just because it is what you have always done. She recommended that you wait and see what calls start coming as a result of the lapsed report. That will confirm which individuals review and use the report, so take advantage of their outreach. Ask pointed questions that get to a better understanding of how the current data is used. Also, advised Butterfield, determine what specific details are of interest to constituents. This will help segment desired information so that extracting the right data can begin and priorities can be determined. It is important, Butterfield said, to remember that “if everything rises to the top, then nothing will get done.”

As a core framework of metrics evolves, institution leaders must then explicitly state what the desired outcomes are, determine specific targets, and measure the organization based on these targets. When the target is missing, institutions collect data and know what their numbers are—but have nothing against which to measure. When the target is missing, institutions collect data and know what their numbers are—but have nothing against which to measure. Jones and Butterfield also suggested developing an opportunity matrix for mapping specific metrics. The matrix illustrates quadrants that delineate the four distinct areas of institution operations: areas that are important and are doing well; areas that are doing well, yet don’t receive additional dollars because the efforts are not as important; areas that are not doing well and are not important; and, of utmost significance, areas that are important and are not doing well.

Going through such an exercise does two things. First, it communicates the priorities of the institution and its state of affairs in a quick and clear way. Second, the mapping exercise allows the identification of opportunities that would make the highest impact on overall effectiveness.

Managing Complex Change
How do you know if your institution is ready for change? Using a grid, Jones and Butterfield identified key components to the change process. The visual demonstrated how a missing component can lead you down a path of true change—or to one of false starts, confusion, or staying with the status quo.

Participants also learned from a case study in how to navigate through the institutional metrics dilemma and achieve positive change. Al Turgeon, executive assistant to the vice president for finance and enterprise systems at the University of Vermont, Burlington, presented details on how the institution recently implemented a balanced scorecard on its campus.

• This process at UVM resulted in an extensive implementation plan and accompanying strategy map that focuses on one strategic destination: the support of the academic enterprise. The plan calls for accomplishing this in two ways—superior resource stewardship and quality service. Components of the effort include explicit focus on the following:
  • top financial objectives, such as, ensuring accountability and legal/regulatory compliance and practicing environmentally sustainable land, energy, and resource management;
  • top internal processes, such as, creating, preserving, and growing a reliable infrastructure and fostering a culture of diversity, inclusion, and openness; and
  • top values, such as, understanding the university’s customers and practicing its code of business integrity.

Getting to the “Go” Point
Michael Useem, a business professor at the Wharton School of the University of Pennsylvania, Philadelphia, focused on aspects of what he called “leadership moments”—times when one is pressed to make difficult decisions—and how to be effective at crucial junctures in an organization’s future. Useem, who wrote The Go Point: When It’s Time to Decide—Knowing What to Do and When to Do It (Crown Business, 2006), believes that institutions inappropriately punish failure and do not act...
quickly enough to enact true change in an organization.

- Students who enroll in Useem’s courses gain an experience of a lifetime, in some cases, spending concentrated time in a real U.S. Marine Corps boot camp. As Useem put it, the drill instructor experience forces a person to make tough decisions under high stress while staying clear-minded. From his research as well as work conducted by David Freedman, author of Corps Business: The 30 Management Principles of the U.S. Marines (Collins, 2000), Useem has developed key guidelines that he recommends leaders follow and instill in others:
  - Don’t wait for 100 percent consensus. Focus on getting to 70 percent.
  - Explain what you want. Make it clear to your team and, then, get out of the way.
  - Recognize that failure is an opportunity to learn. Tolerate mistakes, even encourage them, so long as they point to stronger performance the next time.
  - Know that being indecisive is a fatal flaw worse than making a mediocre decision. At least a mediocre decision stands a chance.
  - Distribute decision-making power to the group. Leaders who do not do this find themselves with few men left.

In essence, leaders need to know what the ultimate objective is and need to stay on this target. As Useem said, “You can’t say [the objective] too often.” Additionally, leaders must continually monitor themselves and their progress. They must realize what aspects of situations are optional and what aspects are essential, keeping the focus on the essential.

**From a President’s Perspective**

What should a chief business officer strive to be within the institution? According to John Roush, president of Centre College, Danville, Kentucky, that role is to be a contributor to the intellectual machine by providing ideas that are innovative and fresh. Roush also gave insight as to what should be most important to the chief business officer, or to any senior officer for that matter, with regard to leadership:

- Tell the truth. With no truth, there’s no trust. So, focus on creating a culture of honesty.
- Serve with a humble spirit. It is about attitude—not necessarily about thinking less of yourself but, rather, not thinking about yourself and your own interests during decision making.
- Communicate.
- Give authority. Delegation is imperative. A leader cannot do everything on his or her own.
- Cultivate informed intuition. Decisions cannot solely be dictated by data.
- Identify “pockets of greatness.”
- Dream big and hit a homerun.

In some final words of wisdom, Roush said that you need to know who is in the pipeline. So, familiarize yourself with the characteristics of incoming students, particularly the Millennials, born 1980–2000. And remember, bad days happen to everyone.

**MARTA PEREZ DRAKE** is director, constituent services for research institutions and community colleges, NACUBO. martadrake@nacubo.org
<table>
<thead>
<tr>
<th>ATTENDEES</th>
<th>TITLE</th>
<th>INSTITUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philip Shapiro</td>
<td>Vice President Of Finance/CFO</td>
<td>Babson College</td>
</tr>
<tr>
<td>Kathy Rood</td>
<td>VP For Finance And Administration</td>
<td>Boston Architectural College</td>
</tr>
<tr>
<td>Bill Davis</td>
<td>Vice President</td>
<td>Bridgewater State College</td>
</tr>
<tr>
<td>Barry Cohen</td>
<td>VP Finance and CFO</td>
<td>Centenary College</td>
</tr>
<tr>
<td>Monica Randall</td>
<td>Assoc. Vice Pres. for Administration/Finance</td>
<td>Coppin State University</td>
</tr>
<tr>
<td>Christopher Van Wyk</td>
<td>Assoc. Vice Pres. for Finance</td>
<td>Drew University</td>
</tr>
<tr>
<td>John Cox</td>
<td>VP for Finance, Operations, &amp; Govt Relations</td>
<td>Harford CC</td>
</tr>
<tr>
<td>Richard Waksman</td>
<td>VP Finance And Administration</td>
<td>Mercy College</td>
</tr>
<tr>
<td>Andrea Jaeckel</td>
<td>Associate VP For Administration And Finance</td>
<td>Richard Stockton College</td>
</tr>
<tr>
<td>Ruth Constantine</td>
<td>Vice President For Finance &amp; Administration</td>
<td>Smith College</td>
</tr>
<tr>
<td>John Case</td>
<td>VP for Finance &amp; Administration/CFO</td>
<td>University Of Akron</td>
</tr>
<tr>
<td>Greg Tausz</td>
<td>Senior Director of Finance,</td>
<td>University Of Pennsylvania</td>
</tr>
<tr>
<td>John Cox</td>
<td>Vp Finance And Administration</td>
<td>Office of the Executive Vice President,</td>
</tr>
<tr>
<td>Scott Doulgass</td>
<td>Vice President For Finance &amp; Treasurer</td>
<td>University Of Pennsylvania</td>
</tr>
<tr>
<td>Jenni Sauer</td>
<td>Assoc VP And Controller</td>
<td>University Of Richmond</td>
</tr>
<tr>
<td>Andy Evans</td>
<td>Vice President For Finance &amp; Treasurer</td>
<td>Wellesley College</td>
</tr>
<tr>
<td>Janet Lindner</td>
<td>Associate Vice President For Administration</td>
<td>Yale University</td>
</tr>
</tbody>
</table>

**NACUBO Rep**

| Marta Drake | Director, Constituent Services | NACUBO |

**SPEAKERS and SPONSORS**

<table>
<thead>
<tr>
<th>Dennis Gephardt</th>
<th>Analyst, Higher Education &amp; NFP Group</th>
<th>Moody's Investors Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kelly Jones</td>
<td>Vice President, Higher Education Practice</td>
<td>Segal</td>
</tr>
<tr>
<td>Barbara Butterfield</td>
<td>Senior Consultant, Higher Education Practice</td>
<td>Segal</td>
</tr>
<tr>
<td>Al Turgeon</td>
<td>Exec Asst to VP of Finance &amp; Enterprise Services</td>
<td>University of Vermont</td>
</tr>
<tr>
<td>Liz Neumann</td>
<td>Principal</td>
<td>Brill Neumann &amp; Associates</td>
</tr>
<tr>
<td>Rebecca Kennedy</td>
<td>Vice President</td>
<td>Brill Neumann &amp; Associates</td>
</tr>
<tr>
<td>Nick Brill</td>
<td>Principal</td>
<td>Brill Neumann &amp; Associates</td>
</tr>
<tr>
<td>Mary Opperman</td>
<td>Vice President of Human Resources</td>
<td>Cornell University</td>
</tr>
<tr>
<td>John Roush</td>
<td>President</td>
<td>Centre College</td>
</tr>
<tr>
<td>Michael Useem</td>
<td>Director,- Center for Leadership &amp; Change Management</td>
<td>Wharton School, Univ of Penn</td>
</tr>
</tbody>
</table>
A. STRATEGIC PLAN FOCUS AREAS

EACUBO WILL CONTINUE to look to the strategic plan adopted in Fall 2006 to guide its near term initiatives relative to the four goal areas as set forth below. The complete strategic plan document is available on the website at: www.eacubo.org/Documents/FinalStrategicPlan1006.pdf.

Board members and committee leaders will look to these overarching objectives when shaping their work plans for the 2007-08 year.

1. Professional Development Opportunities
   • Increase non-traditional delivery of programs
   • Achieve coverage of the newly established competency framework
   • Enhance differentiation of program offerings
   • Ensure coverage of emerging issues

2. Membership
   • Evaluate whether program offerings address needs of varying sectors and participants
   • Influence CBOs to increase number of participants and increase engagement/participation if they are already an active institution

3. Benefits Through Effective Partnerships
   • Enhance EACUBO Partnerships with ACUBO and other regions
   • Achieve a stronger working relationship with NACUBO to ensure access to important information and services for our members
   • Increase relationships with other groups or entities in (or supporting) higher education for targeted joint programming
   • Increase opportunities for cooperative programming with member institutions

4. Infrastructure and Resources
   • Improve the effectiveness of the organizational structure between the board and its committees
   • Enhance committee membership and recruitment so that volunteers reflect the membership base and support the work of individual committees to provide services to their constituents
   • Maintain adequate financial resources to ensure financial solvency

B. EMERGING ISSUES

In addition to the goals and objectives identified within the strategic plan, each year inevitably brings new initiatives that may be outside the scope of the strategic plan or tangentially related to elements of the strategic plan but not explicitly articulated as specific objectives within that plan. For the 2007-2008 year, two such issues have been identified to date and are discussed below.

1. Industry Assessment — Relationships with Corporate Partners

   Work group established in summer 2007 to address EACUBO’s response to industry issues surfaced as a result of the loan industry concerns. The work group will:
   • Develop an Association Conflict of Interest Policy and Code of Conduct for board review and approval;
   • Coordinate with the Program Committee to ensure that EACUBO provides information to members on sample codes of conduct and conflict of interest policies for their institutions;
   • Organize a focus group of sponsors and exhibitors at EACUBO annual meeting to solicit input from their perspective on how to balance these issues with their goals in participating in our meetings;
   • Review actions taken by NACUBO and other regions to maximize consistency where possible and practicable.

2. Communications Task Force

   With the transition to utilization of contracted association management services (AR), and the impending retirement of our Newsletter Editor, the time is ripe to re-assess how the association communicates with its membership. All modes of communication should be reviewed, including hard mail, e-mail, and web-based communications. The Newsletter Editor and Information Coordinator roles will be reviewed and revised and/or combined as necessary. Composition and leadership of this task force will be established at the December 2007 Executive Committee meeting.

OCTOBER 1, 2007
CORPORATE SPONSORS CONTINUED to provide the level of support that enabled EACUBO to offer top quality programming events at reasonable costs in 2006-2007.

Sponsor support for the 2006 Annual Meeting in Boca Raton in the form of cash and in-kind contributions totaled $184,500. A total of 47 sponsors provided support for the 2006 Annual Meeting. For the 2007 Annual Workshop held at the Boston Park Plaza Hotel this past March 29, sponsors committed $35,000 in cash support for the Workshop. I am also pleased to report that sponsor support enabled EACUBO to continue to conduct a Chief Business Officers Roundtable in 2007.

Sponsors support EACUBO programs both through monetary and in-kind contributions. There are five sponsor recognition giving levels: Bronze ($1,000 - $1,999); Silver ($2,000 - $4,999); Gold ($5,000 - $9,999); Platinum ($10,000 - $19,999); and Diamond ($20,000 and up). Each level of sponsorship provides a list of benefits that the sponsor receives at the respective program event along with appropriate recognition to highlight their support to program attendees. Annual sponsorship levels are based on a company’s overall contribution to EACUBO throughout the academic year. A listing of sponsors by level of support is found on the back of this report.

The EACUBO sponsorship program for the Annual Meeting is a comprehensive one that has been conducted in collaboration with Association Resources (AR), of West Hartford, CT. Association Resource’s relationship with EACUBO was initiated effective with the 2007 Annual Meeting. AR focuses its efforts on coordinating our Exhibitor Program and leveraging our institutional relationships with both existing and prospective new sponsors. AR provides a broad array of logistical support services including contacting sponsors, establishing commitments, assigning sponsorship opportunities and producing the sponsor recognition booklet. Our work with AR provides EACUBO with a comprehensive approach to our sponsorship development and coordination efforts for the Annual Meeting. Development of sponsor support for the Annual Workshop and the Chief Business Officers Roundtable is accomplished primarily through EACUBO’s sponsorship coordinators.

I would like to thank Joe Grasso from Washington & Lee University for his assistance over the past year. Joe and I would also personally like to thank our sponsors for their generous support in the 2006-2007 year. We would also like to extend thanks to members of the EACUBO Board for their support of our sponsorship activities throughout the year.

EACUBO gratefully acknowledges our sponsors for programs and activities through out the year. We encourage members to contact our sponsors, or click on the links to their websites, to learn more about their products and services.

ROY MEROLLI, SPONSORSHIP COORDINATOR

Diamond Level
ARAMARK Education

Platinum Level
The Segal Company

Gold Level
Bank of America
elnstruction
GCA Services Group
Grant Thornton LLP
JP Morgan Chase
Mellon Financial Corp.
Moody’s Investors Service
Parente Randolph, LLC
PricewaterhouseCoopers LLP
RBC Capital Markets
The Segal Company
SEHI Computer Products, Inc.
Sodexho
Sungard Higher Education
Visa

Silver Level
Academic Risk Resources
AIG VALIC
Ameresco
Barnes & Noble College Booksellers, Inc.
Chartwells Educational Dining Services
The Chronicle of Higher Education
Fidelity Investments
George K. Baum & Company
Hanover Research Council
Johnson Controls, Inc.
KeyBank
KPMG
Lehman Brothers
Morgan Stanley
NetWolvesECCI Corp.
Sightlines, LLC
Standard & Poor’s
TIAA-CREF
UNICCO Service Company

Bronze Level
Asset Strategy Consultants
Ayers/Saint/Gross
Barton Marlow Company
John W. Bristol & Co., Inc.
Consolidated Health Plans
Fitch Ratings
Follett Higher Education Group
Goldman Sachs & Co.
infinET & FACTS, Nelnet Business Solutions’ Companies
Koster Insurance Agency
Daniel O’Connell’s Sons
Parkhurst Dining Services
Sallie Mae Business Office Solutions
TD Banknorth Higher Education Group
Teibel, Inc.
United Educators Insurance
EACUBO Board Announces 2007–2008 Committee Assignments

At the Annual Meeting at the Greenbrier, the EACUBO Board of Directors approved the committee assignments indicated below for the upcoming year. The full list, including addresses, telephone and fax numbers, and e-mail addresses may be found on the EACUBO web site —www.eacubo.org.

Note that the previous Annual Meeting, Annual Workshop, and Senior Business Officers Roundtable committees have been combined into a single Program Committee. Additionally, the Board has created a new Finance Committee to improve the oversight of the Association’s financial planning.

Program Committee

Roger Stackpoole, Chair
VP for Finance & Administration
LeMoyne College
Syracuse, NY

Herb Albertson, Vice Chair
Bursar
Eastern Nazarene College
Quincy, MA

Claire Burlingham
Dean of Administration
SUNY Dutchess Community College
Poughkeepsie, NY

John Case
VP for Finance & Admin & CFO
University of Akron
Akron, Ohio

Matthew Frist
Director of Planning & Budget
Duquesne University
Pittsburgh, PA

Brigid Isackman
Associate Controller
University of the Sciences
Philadelphia, PA

Karen Pedano
Budget Director
Widener University
Chester, PA

Ann Reid
Treasurer
Moravian College
Bethlehem, PA

Jenni Sauer
Associate VP & Controller
University of Richmond
Richmond, VA

Jane Stein
Director, Fiscal Mgmt- College of Engineering
University of Massachusetts - Amherst
Amherst, MA

Jeananne Thomas
Manager, Operations & Finance
University of Rochester
Rochester, NY

Robert Yelnosky, Past Co-Chair
Vice President for Finance & Operations
Juniata College
Huntingdon, PA

Margaret Cass Ferber, Board Liaison
Vice President, Finance & Treasurer
Nazareth College

Ruth Constantine, Board Liaison
Vice President for Finance & Administration
Smith College
Northampton, MA

Randall Gentzler, Program Prefect
VP Business & Finance
Philadelphia University
Philadelphia, PA

Ann Spencer, Special Liaison, Transition Team
Associate VP Emerita – Virginia Tech
Jackson, WY

Pamela Hayes
EACUBO Business Partnerships Manager
West Hartford, CT

Kathy Smith
EACUBO Meeting & Events Coordinator
West Hartford, CT

Area Programming Committee

Rich Bernecki, Chair
VP for Finance & Administration
Trocaire College
Buffalo, NY

Gwen Whelan, Vice Chair
(Connecticut/ Western MA)
Executive Financial Officer
University of Massachusetts
Amherst, MA

Paul Clemente (Boston)
Vice President, Business & Finance
Bentley College
Waltham, MA

Rick Pinkowski (Buffalo)
VP for Business/Finance
Hilbert College
Hamburg, NY

Tom Meyer (Central PA).
Assistant Treasurer
Dickinson College
Carlisle, PA

James Citro (Maryland)
Director, Administration & Operational Svcs
University of Maryland, Baltimore County
Baltimore, MD

Julie Karns (New Jersey)
Vice President for Finance & Treasurer
Rider University
Lawrenceville, NJ

Howard Buxbaum (New York Metropolitan)
VP Administration & Finance
New Jersey City University
Jersey City, NJ

Barbara Fahey (Northern New England)
Business Officer
Plymouth State College
Plymouth, NH

Stephen Lightcap (Philadelphia)
VP for Finance
Cabrini College
Radnor, PA

Continued page 21
COMPREHENSIVE INSTITUTIONS

Steve Schillo, Chair
Exec VP Management & Business
Duquesne University
Pittsburgh, PA

Louis Mayer, Vice Chair
VP for Finance
St. Joseph’s University
Philadelphia, PA

Leslie Dyre
Dir, Finance & HR, LAHS
George Mason University
Fairfax, VA

Edward Hess
Controller
Slippery Rock University
Slippery Rock, PA

Eileen McGovern
Asst VP for Management & Business
University of the Sciences
Philadelphia, PA

Robert Specter
VP Admin & Finance, CFO
CUNY Baruch College
New York, NY

Rick Whitfield
Exec. VP & Treasurer
Pace University
Briarcliff Manor, NY

Don Cipullo, Board Liaison
VP – Finance & Treasurer
Montclair State University
Montclair, NJ

SMALL COLLEGE COMMITTEE

Julie Rosner, Chair
Controller
Arcadia University
Glenside, PA

Kristen Anderson, Vice Chair
Budget Director
Middlebury College
Middlebury, VT

Diane Blake
VP for Finance
Union College
Schenectady, NY

David Hale
Financial VP & Treasurer
Colgate University
Hamilton, NY

Stephen Hannabury
VP Finance & Administration
Franklin W. Olin College of Engineering
Needham, MA

Gregory Lindemuth
VP of Finance & CFO
Williamson Free School
Media, PA

Mark Virello
VP and CFO
Laboure College
Boston, MA

Lisa Marie McCauley - Board Liaison
VP for Business Affairs
King’s College
Wilkes-Barre, PA

TWO-YEAR COLLEGE COMMITTEE

Susan Perkins, Chair
VP Finance & Administration
Middlesex County College
Edison, NJ

George Franklin, Vice Chair
VP Finance & College Resources
Harrisburg Area Community College
Harrisburg, PA

John Cox
VP for Finance, Operations, & Gov’t. Relations
Harford Community College
Bel Air, MD

Ken Kneiser
VP for Administration & Finance
Suffolk County Community College
Newton, NJ

Maureen Lawrence
Executive Director – Business and Finance
Brookdale Community College
Lincroft, NJ

Jim Spiewak
Director, Budgets & Fin. Services
Community College of Philadelphia
Philadelphia, PA

Karen VanDerhoof, Controller, Board Liaison
VP for Business and Finance
County College of Morris
Randolph, NJ
Committees, from page 21

MEMBERSHIP ENGAGEMENT COMMITTEE

Robert Helfman, Chair
Director, Management Analysis
University of Pennsylvania
Philadelphia, PA
Barry Cohen, Vice Chair
Emeritus Member
Ellen Almeida
Accounting Manager
Roger Williams University
Bristol, RI
Kathleen Crown Rood
VP - Finance & Administration
Boston Architectural Center
Boston, MA
Kevin O’Flaherty
VP – Finance & Administration
Gwynedd-Mercy College
Gwynedd Valley, PA
Ruth Constantine – Board Liaison
Vice President for Finance & Administration
Smith College
Northampton, MA

FINANCIAL REVIEW/AUDIT COMMITTEE

William Roell, Chair
Associate VP for Finance & Controller
Rider University
Lawrenceville, NJ
Jay Herlihy
Dir Fin/Admin, School of Education
Harvard University - Cambridge, MA
Cathy R. Wood
Associate VP for Finance & Budget
Catholic University
Washington, DC
Margaret Cass Ferber, Board Liaison
Vice President, Finance & Treasurer
Nazareth College
Margaret Plympton, Board Liaison
Vice President for Finance & Administration
Lehigh University
Bethlehem, PA

FINANCE COMMITTEE

Margaret Plympton, Past President, Chair
Vice President for Finance & Administration
Lehigh University
Bethlehem, PA
James Fisher, Second Vice President, Vice Chair
Ass’t. VP - Finance & Administration
Rochester Institute of Technology
Rochester, NY
Lisa Marie McCauley, Treasurer
VP for Business Affairs
King’s College
Wilkes-Barre, PA
J. Michael Gower, Board Member
VP – Finance & Administration, Treasurer
University of Vermont
Burlington, VT
Karen VanDerhoof, Controller, Board Member
VP for Business and Finance
County College of Morris
Randolph, NJ
Margaret Cass Ferber, President, ex officio
Vice President, Finance & Treasurer
Nazareth College

ADMINISTRATIVE MANAGEMENT INSTITUTE

Diane Sheridan, Chair
Director, Finance & Admin.-Continuing Education
Cornell University
Ithaca, NY
Fred Rogers, AMI Director
VP & Treasurer
Carleton College Northfield, MN
Christine Ash, Chair
VP for Planning, Budget & Institutional Research
Case Western Reserve University
Cleveland, OH
John S. Ostrom
Controller Emeritus
Cornell University
Ithaca, NY
Steve Schillo
Exec VP Management & Business
Duquesne University
Pittsburgh, PA
Randall Gentzler, Program Prefect,
Board Liaison
VP Business & Finance
Philadelphia University
Philadelphia, PA
2008 EACUBO Annual Workshop in Philadelphia: “Freedom to Explore New Ideas”

PLAN TO ATTEND THE 2008 EACUBO ANNUAL WORKSHOP MARCH 27-28

The 2008 EACUBO Professional Development Workshop will be held March 27-28, 2008 in Philadelphia, Pennsylvania at the Sheraton Society Hill. The location is in the heart of America’s most historic square mile and only steps away from Independence Hall and the Liberty Bell, as well as world-class restaurants, shopping, galleries, and theaters. The Annual Workshop is an excellent opportunity for business officers who are seeking in-depth, “nuts and bolts” discussions of topics relevant to their daily work. In addition, there is plenty of time to network with colleagues from fellow institutions. Arrive early or stay late, and take advantage of all that Philadelphia has to offer.

This year’s theme is “Freedom to Explore New Ideas”. The Workshop Committee has put together a program aimed at helping you increase and improve your skills as well as making connections with other higher education business professionals. The program consists of two general sessions that promise to be thought provoking and inspirational as well as 20 concurrent sessions on a variety of topics relevant to today’s higher education business professional.

Hear other EACUBO member institutions present ideas they have explored and implemented on their campuses. Session topics include:

» Widener and Temple Universities sharing their individual processes for modifying business practices in order to enhance the delivery of student services

» SUNY Oneonta will explore the interdependence of the finance and institutional advancement divisions, including examples of some of their successes and failures leading to how they optimized these complimentary synergistic roles

» University of Pennsylvania and JP Morgan Securities will share a two part presentation on what a college or university needs to know about debt planning and portfolio management including monitoring the debt instruments post-issuance

» Colgate University will reveal their strategic approach to facilities planning and campus growth including their adoption of Sightlines, LLC’s quantitative benchmark assessment tools

» New England College of Optometry will share their lessons learned and new holistic approach to capital planning, budgeting and construction

» The Dean of the Penn Law School and their architect will demonstrate how they approached expanding the Penn Law School’s facilities capacity “without bringing in the cranes”

» Wilkes University and the Association of Independent Colleges and Universities of Pennsylvania will discuss how they assessed their campus environment for diversity and how the results influenced their strategic planning

» Susquehanna University and Moody’s Investor Service will review the challenges and opportunities of collegiate athletic programs and the impact on an institution’s reputation, mission focus, financial position and credit profile

Hear also from industry experts. Sessions topics include:

» a review of the numerous and complex changes and audit programs being rolled out by the Internal Revenue Service (including changes to the IRS From 990), as well as updates on other tax planning considerations (e.g., unrelated business income tax)

» a discussion of the approaches to identifying and preventing common fraud schemes in higher education

» the latest in accounting and auditing updates

Other presentations include contemporary and innovative multimedia communication and marketing techniques, approaches to organizational structures, and management best practices. In addition, four of the concurrent sessions will be offered by the constituent groups (small colleges, community colleges, comprehensive institutions, and research institutions) with “hot topics” appropriate to member schools.

Enjoy the fun and history of Philadelphia during your stay. It is definitely a walking town. Stroll on pleasant, tree-lined streets that display a rich mix of architecture ranging from Colonial to Victorian.

Registration is open.

Please visit the website at www.eacubo.org for full details. If you have questions, please contact Roger Stackpoole at stackprw@lemoyne.edu.

2008 EACUBO CALL FOR PRESENTATIONS

THIS YEAR’S Call for Presentations begins a new process for submitting proposals for EACUBO meetings. We are initiating a continuous cycle, i.e., our call for presentations will be live year-round and you can submit your proposal for the 2008 Annual Meeting, the 2008 Senior Business Officers Roundtable, or the 2009 Annual Workshop.

www.eacubo.org EACUBO NEWSLETTER January 2008
FUTURE MEETING DATES

EACUBO ANNUAL WORKSHOP
March 27–28, 2008
Philadelphia, PA
Sheraton Society Hill
March 25–27, 2009
Providence, RI
The Weston Providence
March 24–26, 2010
Boston, MA
Park Plaza

EACUBO ANNUAL MEETING
October 26–28, 2008
Toronto, Ontario, Canada
Westin Harbour Castle
October 11–13, 2009
Atlanta, GA
Marriott Marquis
October 17–19, 2010
Washington, DC
Marriott Wardman Park

EACUBO SENIOR BUSINESS OFFICERS ROUNDTABLE
Philadelphia, PA
The Inn at Penn
June 5–6, 2008
June 4–5, 2009
June 3–4, 2010

EACUBO-CORNELL ADMINISTRATIVE MANAGEMENT INSTITUTE, ITHACA, NY
August 3–8, 2008
July 26–31, 2009

NACUBO ANNUAL MEETING
July 12–15, 2008
Chicago, IL
June 27–30, 2009
Boston, MA
July 24–27, 2010
San Francisco, CA

2007 Annual Meeting coverage begins on page 1, with additional photos on the Web, www.eacubo.org