

## inside this issue

Officers and Directors.....	2
From the Chair .....	4
While in Orlando .....	6
EACUBO Welcomes Four First-Time Exhibitors to Its 2014 Annual Meeting .....	7
Enterprise Risk Management: The Current State of ERM on Campuses.....	8
A Spending Policy for the Future .....	10
ACUPA Pre-conference Workshop.....	11
Individual Spotlight— Mitchell Wein.....	12
Individual Spotlight— Michael Cooney.....	14
Institution Spotlight— Haverford College.....	16
Board Member Organizational Spotlight— Nixon Peabody .....	18
Shared Services Pre-Conference Workshop.....	20

## 2014 annual meeting

## Organizing in Orlando—Plan on Attending EACUBO’s 2014 Annual Meeting!

With this year’s theme of “Together Leading Change,” EACUBO’s 2014 Annual Meeting in Orlando, Florida from October 19–22 at the fun-filled Renaissance Orlando at Sea World promises to be one of its most well-received events ever.

Prior to the official kickoff, the Association of College and University Policy Administrators will host a half-day session specifically designed to address policy issues (see page 11 for more information). In addition attendees from ACUPA will be presenting a new policy track at the Meeting, which includes six concurrent sessions. A short session on the successful EACUBO mentoring program will also be offered that day, followed by a very special welcome reception at Jimmy Buffett’s Margaritaville. Leave the office behind and become a true “Parrothead” (Jimmy Buffett fan). Live music and crab races will enhance the luau atmosphere.

The meeting begins on Monday, October 20, with a General



**Cynthia Teniente-Matson**

Session facilitated by Cynthia Teniente-Matson, Vice President for Administration and Chief Financial Officer at Fresno State. She will lead a

discussion of the competencies necessary for the contemporary chief finance/business officer and the leadership meta-competencies most effective CBOs practice. She has more than two decades of experience in multiple leadership roles in higher education and is a frequent speaker at conferences and seminars focused on contemporary issues in higher education.

Following a morning chockfull of breakout sessions featuring a variety of trending topics, attendees will regroup for a

sit-down networking lunch, after which they can enjoy dessert in the exhibit hall while exploring more than 76 booths offering an array of new products and services designed to make the lives of business officers easier.



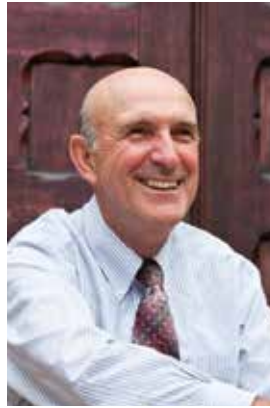
**Buck Goldstein**

Following lunch, Buck Goldstein, University Entrepreneur in Residence and Professor of the Practice in the Department of Economics

at the University of North Carolina at Chapel Hill, will deliver the second General Session of the day. Goldstein joined the University faculty in 2004 to help build The Carolina Entrepreneurial Initiative, a multi-year, multi-million dollar project to make entrepreneurship, broadly defined, part of the intellectual fabric of the campus.

An afternoon of additional breakout sessions will continue, at which attendees will also be able to earn valuable CPE credits, and, after the official conclusion of the first day with happy hour in the exhibit hall, a Cheers! Reception will take place later in the evening. This unique reception will give attendees the opportunity to share best practices, catch up with old colleagues, and make some new friends along the way in a casual and low-key setting.

Tuesday kicks off with the third General Session of the Annual Meeting, given by Robert E. Quinn. He holds the Margaret Elliot Tracey Collegiate Professorship at the University of Michigan and serves



**Robert E. Quinn**

Management and Organizations at the Ross School of Business. He is a co-founder and the current Director of the Center for Positive Organizational Scholarship. He is particularly known for his work on the competing values framework, which has been used by hundreds of organizations and in the use of which thousands of managers have been trained.

The first 100 attendees who register for the 2014 Annual Meeting received a free copy of his recent book, *Deep Change: Discovering the Leader Within*.



**Wendy Libby**

Meeting and an update from NACUBO. Later in the afternoon, the fourth General Session will be provided by Wendy Libby, President of Stetson University. She became the ninth president of Stetson University in July 2009. With a broad career in higher

on the faculty of

## 2013–2014 board of directors

### Officers

#### Chair

J. Michael Gower\*  
Senior Vice President, Finance & Treasurer  
Rutgers, The State University of New Jersey

#### Vice Chair\*

Lynne Schaefer  
Vice President, Finance & Administration  
University of Maryland Baltimore County

#### Treasurer/Secretary\*

Maureen Murphy  
Vice President, Administration & Finance  
Emerson College

#### Immediate Past Chair\*

Randy Gentzler  
Vice President, Finance & Treasurer  
Loyola University Maryland

#### Finance Committee Chair\*

Roger Stackpoole  
Vice President, Finance & Administration  
Le Moyne College

#### Program and Services Committee Chair\*

Joanne Yestranski  
Vice Chancellor, Finance & Operations  
University of Massachusetts Lowell

### At-Large Members

Joseph Baker  
Senior Vice President, Administration & Finance  
Widener University

Michael Cooney  
Partner  
Nixon Peabody LLP

Robert Helfman  
Director, Management Analysis  
University of Pennsylvania

Melissa Hopp  
Vice President, Administrative  
Services  
The Community College of  
Baltimore County

Kenneth Long  
Vice President, Administration  
& Finance  
East Stroudsburg University of  
Pennsylvania

Louis Mayer, Ed.D.  
Vice President, Financial  
Affairs & Treasurer  
Saint Joseph's University

Susan Perkins  
Vice President, Finance &  
Administration  
Middlesex County College

Jennifer Sauer  
Vice President, Finance &  
Administration  
Immaculata University

Basil Stewart  
Controller  
Massachusetts Institute of  
Technology

Mitch Wein  
Vice President, Business  
Affairs/Treasurer  
Lafayette College

## Appointed Positions

### Historian

Therese Sampson  
Dean, Administration &  
Business Services  
Atlantic Cape Community  
College

### Information Coordinator

Ann Spencer  
Associate Vice President  
Emerita  
Virginia Tech

\* Executive Committee

education and private industry, she is building on Stetson's values-centered heritage and tradition of academic excellence and community engagement.

After an afternoon of breakout sessions, attendees will again come together for the final networking reception of the Meeting before adjourning again on Wednesday morning, when representatives from E4 will share a different approach, a unique mindset and new ideas on how to shape your successful future. This is a highly interactive morning that will provide something of value regardless of title or position in the organization.

"The Program & Services Committee, under the exceptional leadership of Joanne Yestramski, has once again outdone itself in preparing world-class content that offers tremendous take-home value to its members," stated Michael Gower, EACUBO Chair. "We continually strive to provide our members with the most relevant and topical content possible, and this event will be proof positive of our commitment."

Featured breakout sessions at the Annual Meeting will include:

- Evaluating Higher Education Credits for Financial Sustainability
- Succeeding in Transitions
- Communicating Strategically to Make an Impact
- New Municipal Advisor Rules
- Policy Management Potpourri
- Revenge of the Tuition-Dependent Institution

In addition to the valuable educational content and the opportunity to earn CPE credits, EACUBO has also incorporated extra time for networking—both in and out of the exhibit hall—as this has been a request made by many past attendees.

Located on International Drive, the Renaissance Orlando Sea World Resort is just across the street from Sea World, and just a short drive to Universal Studios and Disney World. With nearly 800 rooms, it offers a huge selection of facilities and activities for any age. Within the hotel complex, attendees will find a huge pool that includes a waterpark for kids as well as a range of on-site restaurants, so you won't even need to leave the resort once here! Best of all, if you're coming in early or staying for a few days after the Annual Meeting, the hotel is an official SeaWorld Parks Hotel Partner, with exclusive benefits to SeaWorld including complimentary quick-queue passes.

Special hotel rates are available for EACUBO attendees. Room rates are guaranteed until September 26, based upon availability. It is advised that reservations be made as soon as possible. Additionally, since space is limited at the EACUBO Annual Meeting, attendees are strongly encouraged to reserve their spot before it's too late.

See you in warm and sunny Orlando! ☀️



Dear Colleagues,

I recently returned from NACUBO's Annual Meeting in Seattle, where I had the opportunity to catch up with many of you and enjoy the experience of listening to Microsoft's founder and former Chairman, Bill Gates, discuss his perspectives on the challenges facing higher education. As he spoke, my favorite quote of his came to mind: "As we look ahead into the next century, leaders will be those who empower others."

This is exactly what EACUBO strives to do—empower you to become strategic leaders in your institutions—whether it's through our popular mentoring program, our local programming, or our Annual Meetings and Workshops. In fact, the theme of our upcoming Annual Meeting this October in Orlando is "Together Leading Change."

Several articles in this issue have already touched upon much of what will take place from October 19–22 at EACUBO's Annual Meeting, but I want to use this opportunity to stress the value of attending for those of you who have not yet registered or who are on the fence about signing up.

Over the past year, the Program & Services Committee has worked tirelessly to strengthen the educational content of our face-to-face meetings and expand the amount of networking time to allow you greater opportunities to share best practices with your colleagues.

Additionally, the four specially selected General Sessions will inspire and motivate you to develop as strategic leaders in your institutions. I am particularly excited to attend Robert Quinn's presentation the morning of October 21st. For those who may not have heard of him, Quinn is a management consultant and professor at the University of Michigan Management School of Business, as well as a tremendously effective speaker.

His speech will focus on leadership, vision, and change in higher education. On the flight back from Seattle, I read *Deep Change*, his most popular and best-selling book. In it, he writes about the necessity for change—both personal and institutional—and stresses how important change is in order to achieve success. A reviewer on Amazon.com said, "*Deep Change* is a survival manual for finding our own internal leadership power."

This provides an excellent segue into the important changes EACUBO has made over the last year, in conjunction with our outside partner E4, to strengthen our organization's capacity to address the needs of you, our members. Many of these changes will be evident during the Annual Meeting, and we will discuss more of them during the EACUBO Business Meeting on Tuesday, October 21.

At last year's Annual Meeting, the membership approved significant changes to EACUBO's structure, consolidating numerous committees down to four standing ones:

- Program & Services Committee
- Governance Committee
- Finance Committee
- Executive Committee

We also added EACUBO's first Board member from outside higher education: Michael Cooney of the law firm Nixon Peabody. We believe having an industry outsider in a leadership role will bring new and compelling perspectives to the way EACUBO operates.

This new streamlined structure has allowed EACUBO to focus on the primary activities and business of the Association as a whole. In addition to the standing committees, we will advance our goals through a number of limited-time task forces, such as Area Programming, Mentoring, and Envisioned Future Execution.

A group of EACUBO Board members and representatives from the Area Programming Task Force has already been established and has begun to research and understand the role of the APCs within the framework of our updated, envisioned, future strategic plan.

Under the leadership of Past Chair Randy Gentzler, the Envisioned Future Execution Task Force is leading the effort to implement the strategic plan our Board has developed over the last two years. Within this new task force, there will be four subgroups to address each of EACUBO's Strategic Focus Areas (SFAs):

- Develop Strategic Leaders
- Create a Personalized Member Experience
- Design Environments to Generate Impactful Solutions
- Establish Brand Communication Strategies

It would be impossible to list all of the specific tasks for each of these subgroups here, but we have developed a very detailed project management plan that we will make available to membership on our website in the near future. In addition, Vice Chair Lynne Schaefer is leading an effort to complete a working business model for the Association.

We believe you will soon start to see the difference in what we do!

I very much look forward to seeing you in October, and I encourage you to register for the EACUBO Annual Meeting as soon as possible. Space is limited, and current registration trends indicate this will likely sell out well before the cutoff date in late September.

Respectfully submitted,

A handwritten signature in black ink that reads "Michael Gower". The signature is written in a cursive, flowing style.

Michael Gower, Chair

## While in Orlando

Will you be arriving a few days prior to the EACUBO Annual Meeting, or will you be leaving a few days afterward, in order to take in some of Orlando's magic? While there's always the day trip to Sea World, the Magic Kingdom, or Universal Studios, Orlando also offers a host of free activities that won't make a dent in your wallet or purse! The information provided below was generously provided by [Visit Orlando](#) (the official tourism site for Orlando visitors).

### Arts & Culture

Orlando has a vibrant arts and cultural community, and there is never a shortage of free museum passes, art viewings, and tours in Orlando. Arts and cultural venues in Orlando are often free or discounted and have something for everyone to enjoy.

- **The Charles Hosmer Morse Museum of American Art** contains one of the world's most impressive collections of famed artist Louis Comfort Tiffany. It is free on Fridays between 4 p.m. and 8 .pm., from November through April.
- **The Zora Neale Hurston National Museum of Fine Arts** takes you on a stroll through history, starting with the author's humble beginnings, and also displays creative works of other artists of African descent. Donations are accepted.
- **The Holocaust Memorial Resource and Education Center**

**of Florida** presents an overview of the history of the Holocaust and serves as a memorial to victims. The center also hosts many educational events, films, and seminars. Donations are accepted.

- **The Winter Park Historical Museum** houses a photo timeline of the history of Winter Park and features changing themed exhibits.
- **CityArts Factory** is an eclectic collection of art galleries in downtown Orlando showcasing local and international artists. Admission is free Tuesday through Saturday from 11 a.m. to 6 p.m.

### Parks & Nature

Orlando's natural beauty and landscape make it a great place to soak up the sun and enjoy the outdoors. Many of Orlando's parks and gardens offer free admission on certain days or every day.

- **Black Hammock Adventures on Lake Jessup** offers free live alligator and bird exhibits. At the Lazy Gator Bar, guests can join the deck party every Friday and Saturday night and listen to free, live music.
- Called Central Florida's "secret garden," the 5.22-acre **Kraft Azalea Gardens on Lake Maitland in Winter Park** is open from 8 a.m. to dusk. Best of all, it's free.
- **University of Central Florida's Arboretum** is home to more than

600 plant species on an 80-acre property. Visitors can walk through a self-guided tour to view an impressive number of native plant species.

- **Lake Eola Park** is a 43-acre recreational area in the heart of downtown Orlando. Visitors can picnic along the shore, enjoy one of the many free concerts at the amphitheater, feed the resident swans, or stop by the farmer's market on Sundays.

### Events

If you plan to spend a few extra days in Orlando, **Epcot** will be sponsoring its yearly **International Food & Wine Festival**. Attendees will be able to sample offerings from celebrity chefs and go to live cooking demonstrations and live concerts. Admission to Epcot theme park is required for entry into the festival. For more information, [click here](#). Additionally, many of the area's amusement parks will be having month-long Halloween-themed events. Check their websites for specifics. ☀

# annual meeting

## EACUBO Welcomes Four First-Time Exhibitors to Its 2014 Annual Meeting

EACUBO is proud to welcome four first-time exhibitors to its Annual Meeting that will take place October 19–22 at the Renaissance Sea World in Orlando, Florida. We encourage all attendees to visit them during booth hours to see what exciting products and services they, and all of the other exhibitors, will have available for your institutions!

### Goal Structured Solutions (Booth 204)



GS2 is an innovative one-stop services company, providing Collections Management & Debt Acquisition. Our experience, professionalism, and integrity are unmatched in the student loan industry. We are the largest independent student loan asset manager, offering an end-to-end solution for receivables management. We provide value to our clients, investors, and schools with increased cash flow, transparency, and compliance.

### Real Sourcing Network (Booth 102)



Higher Education's One-Stop Printing and Mailing Solution. RSN supplies print and mailing services to institutions with significant savings through its supplier network and its proprietary software. Guaranteed savings of at least 20% on total print-related spend. A supplier network that encompasses a breadth of capability, satisfying all graphics communications requirements, from business cards to billboards. Our proprietary software system, enabling process efficiencies, controls, savings and customized financial reporting.

### Warfel Construction (Booth 108)



Warfel Construction Company provides strategic construction solutions to higher educational and private K-12 clients throughout the mid-Atlantic states.

### Tuition Options LLC (Booth 222)



For over 30 years, Tuition Options has serviced private loan programs for schools. Since 2008, we have originated and serviced over \$2 billion of private education loans for more than 450,000 student accounts. We currently provide affordable and student-friendly payment solutions to more than 600 campuses. ☀

## Enterprise Risk Management: The Current State of ERM on Campuses



Janice Abraham

On Thursday, March 20, at EACUBO's Annual Meeting in Philadelphia, Janice Abraham, President & Chief Executive Officer of United Educators Insurance was featured at the first General Session of the two-day symposium. Abraham presented lessons learned on emerging risks, building a process, and involving senior leadership and governing boards related to enterprise risk management (ERM).

The fascinating hour-long session explored best practices for ERM and looked at the emerging risks facing colleges and universities in 2014. Abraham referenced much of her data and research from her 2013 book, *Risk Management: An Accountability Guide for University and College Boards*.

Abraham joined United Educators (UE) in 1998. She is responsible for developing and executing business strategy and operational plans for the risk management and insurance company. During her tenure, UE has become known as the premier risk management and liability insurance expert serving educational institutions, offering in-depth expertise on the unique risks and claims facing education.

She is a former president of the Western Association of College and University Business Officers (WACUBO) and a past member of the board of directors of NACUBO and the National Risk Retention Association. She earned her MBA from the Wharton School at the University of Pennsylvania and holds a bachelor's degree in international service from American University.

After being introduced by Joanne Yastremski, Chair of EACUBO's Programming & Services Committee, and Mike Gower, EACUBO Chair, Abraham first defined exactly what an ERM is for the audience. "What should we think about when we think about risk management?" she asked the audience. "I've spent the last 15 years of my life focused on risk management, so I produced this book in 2013."

"To prepare for the book, the first thing I did was to go across the country to meet with subject matter experts," Abraham told the crowd. "I met with commercial bankers, accounting firms and others, and I tried to figure out how we can make enterprise risk management better for everyone."

She offered a description of ERM: "It's a business process led by senior leadership that expands the core concepts of risk management. It's a four-step process. You first identify your risks across the enterprise and then you assess the impact of the risks to your plan and mission. Third, you develop and test mitigation plans, and finally, you monitor identified risks and continue to scan for emerging ones."

Abraham then looked at the roles of the key players involved with ERM:

- **Senior administration:** This group typically "owns" ERM, and department heads are highly involved in operational risks. "It is not a Board function!"
- **Full Board/Executive Committee:** This group sets the tone, addresses strategic and governance risks, and fills in gaps when necessary.
- **Standing Committees:** The role of these groups is to understand the program and its risks.
- **Audit Committee:** This group owns specific risks and processes. "It's not the place to put all risks for the institution."

"Throughout my extensive ERM research, I've made a list of a handful of key best practices that I'd like to




share with you here today,” Abraham noted. “First, remember that tone at the top matters. Second, ERM champions are essential, typically at the Board level. Third, you must understand and embrace specific roles, and last, don’t be afraid to question sacred cows! Every campus has one, but if you don’t question sacred cows, the papers are littered with sacred cows that have been ignored. If you don’t ask questions, you will suffer the consequences.”

“It’s also crucial for those involved with ERM in higher education to understand, respect, and appreciate the many differences between business and education,” Abraham told the audience. “Just as in the corporate world, higher education institutions must incorporate ERM into board committees and into the full board’s work.”

Abraham then presented a risk register and risk assessment for three hypothetical universities—University A, University B, and University C—and spent a few minutes discussing the need for an adequacy of financial resources, proper execution of an institution’s strategic plan, and disaster recovery/business continuity as it related to each university’s risk register.

Turning to risk assessment, Abraham posted a series of slides related to specific areas of focus, including the role of the full Board/Executive Committee, finance and land use (as it relates to income diversification and costs involved), audit compliance, academic affairs, research, and campus life (admissions, enrollment and student retention).

Before ending her presentation, which was followed by a brief question and answer session, Abraham shared with the audience some important lessons she has learned from others as she and her colleagues did the research for her book:

- **“Focus on the high-impact risks.** There are lots of things that can happen on your campus; the things that at your level and the Board level, can really throw you off. Focus on those.”
- **“Focus on the plans.** Don’t spend all of your time and energy on the mitigation list.”
- **“Take on the tough issues.** Don’t neglect the sacred cows because again and again, they come back. I promise you. They will happen on your campus. We’ve seen it many times.”
- **“Make sure that if you have a risk that goes to the Board, it has an owner.** If it doesn’t have an owner, it doesn’t have accountability.”
- **“It’s a process and business tool, not a project.”** 

## A Spending Policy for the Future

Historically, endowments and foundations have had relatively aggressive investment policies because the spending policy bore the brunt of any drop in assets. Some are reconsidering this approach after severe market downturns. On Thursday, March 20, at the 2014 EACUBO Annual Workshop in Philadelphia, Arjan Berkelaar of KAUST and Mark Ruloff of Towers Watson demonstrated during their breakout session how forward-looking investment and spending policies can be used together to better manage risk.

Kicking off the session, Berkelaar told the audience that “The financial objective of university endowments is to preserve and enhance the purchasing power of the endowment over time, to ensure that it can provide financial support to its university in perpetuity.” He went on to note that in order to accomplish this, endowments must generate investment returns greater than the real spending rate and inflation over the long term.

After reviewing a variety of liability types, Berkelaar stressed that it was important for stakeholders to keep in mind that “risk tolerance should be about the institution’s ability to bear risk; not its willingness to take risk.” He then explained that the percentage of the operating budget supported by an endowment should impact the institution’s risk tolerance.

Turning to capital market assumptions, Berkelaar stated that they encompass three sets of assumptions for each asset class:

1. Expected returns
2. Volatilities
3. Correlations

“Capital market assumptions—in particular expected returns—should be forward-looking and not based on past realized returns,” Berkelaar stressed.

His presentation continued with a review of summary risk statistics using a hypothetical endowment, and he concluded by disclosing that investment policy and spending policy should be reviewed in an asset-liability framework. “Increasing the allocation to risky assets to deal with a lower return environment is not the solution; lowering the spending rate is a more sensible approach,” Berkelaar told the audience before turning the presentation over to Mark Ruloff of Towers Watson.

Taking the podium, Ruloff first provided a short overview of how modeling works using three case studies. Case one examined spending, investments, and bond covenants; case two examined alternative spending policy and investments; and case three looked at alternative spending policy and investments before breaking down the three alternative policies:

1. Percentage of moving average with floor and maximum
2. Growing distributions with inflation, with minimum and maximum
3. Hybrid approach

“Spending policies with inflation and market value components attempt to strike a balance between investing for the future generation and spending for the current generation,” Ruloff stated. “A trade-off exists between spending for the current generation and growing assets for future generations.”

He went on to conclude that policies that increase spending in the near-term (benefiting the current generation) deplete the assets available for future generations, and that policies that aim to grow assets for future generations may decrease spending in the near-term, reducing the benefits the current generation receives.

The presentation ended after Ruloff gave a short overview of risk steering, followed by a liquidity analysis of a target portfolio, which was then followed by a brief and highly interactive question and answer session. ☀️

# acupa pre-conference workshop

## Effective Policy Programs



For the first time at an EACUBO Annual Meeting, members of the Association of College and University Policy Administrators (ACUPA) will be joining EACUBO attendees to present a new policy track (including six concurrent sessions).

In addition, ACUPA will be offering a pre-conference workshop. The half-day pre-conference workshop is open to all ACUPA and EACUBO members, and the fee to attend is \$50. It will take place on Sunday, October 19, a day before the official Annual Meeting kicks off.

The first segment of the 1 p.m. workshop is entitled, “What’s in Your Toolbox?” Facilitated by Michele Gross and Joshua Adams, two industry-leading policy professionals, this hour-long segment will address some of the tools needed for the development of institution-wide policies and will provide concrete examples to consider or to compare with the tools in attendees’ own toolboxes.

The second segment, entitled, “Considerations in Developing

a Policy on Policies,” will outline a proven process for developing a policy on policies that is in alignment with best practices and responsive to an institution’s local conditions.

The half-day session will conclude with two hours of roundtable discussions on topics including “Starting a Policy Program,” “Maintaining a Policy Program,” and “Helping Policy Owners Understand their Role.”

To register for this exciting half-day session in conjunction with your participation at the 2014 Annual Meeting, [click here](#). ☀

## Mitchell Wein



Mitchell Wein, Haverford College's Vice President for Finance and Chief Administrative Officer, Treasurer, is one of two Individual Spotlights featured in this issue of EACUBO's quarterly newsletter. Prior to joining Haverford, Mitch held a similar position at Lafayette College. He earned his Bachelor of Science degree (Economics) from Arizona State University and a Master's of Science degree in Public Management and Policy and Industrial Administration from Carnegie Mellon University.

*First of all, congratulations on your election last October to EACUBO's Board of Directors! What career path eventually brought you to higher education?*

Thank you. I am honored to have been nominated and elected to the EACUBO Board. It is an exciting time for EACUBO and its

envisioned future. I worked as an investment banker for 20 years at UBS PaineWebber/UBS Investment Bank and PNC Capital Markets, largely serving colleges and universities for municipal debt and associated financings. Lafayette College had been a client for the preceding 10 years before I became their Vice President and Treasurer in 2007.

*What is your current position and where? How long have you been there and what are some primary job responsibilities?*

I am now Vice President for Finance and Chief Administrative Officer, Treasurer at Haverford College. At Haverford, the Vice President for Finance and Chief Administrative Officer serves as the chief financial and chief operating officer of the College and oversees a number of the business, financial, and operating functions of the institution, including Human Resources, Accounting and Financial Services, Facilities Management, Budgeting, Conferences and Events, Dining Services, Safety and Security, Purchasing, Bookstore, Print Shop and similar auxiliary activities.

*Did anything surprise you about EACUBO as a new Board member?*

It wasn't familiar to me in advance of joining the Board, but I soon found that the strength and depth of the work that was accomplished in kicking off EACUBO's envisioned future was very impressive and inspiring. A number of members and partners were, and are, actively engaged in serving on committees and task forces, creating goals, objectives, benchmarks and action steps related to the plan. I was also unaware of the close partnership and regular coordination EACUBO has on many fronts with NACUBO.

*What are some of the key benefits of being an active EACUBO member?*

I am convinced the benefits of EACUBO membership are directly and positively correlated with active participation. Idea generation, insightful analyses and studies, and overall support are available at both the Annual Workshop and Annual Meeting, and often from other EACUBO members throughout the year. While we all know that each institution is unique, with different resources, histories, cultures—among many other factors—certain challenges or concerns are common to many institutions. I have found my EACUBO colleagues to be a great resource

for appropriate collaboration and discussion.

*Do you have any tips for some of our newer members or first-time meeting attendees that you think may be beneficial?*

For newer members or first-time attendees, I think the initial relationships being developed at these meetings can be very important. I would suggest the follow-up conversations to come,

post-Annual Meeting, are also critical. In addition, attendees should definitely make the time to meet with business colleagues or EACUBO counterparts from the schools they were invited to visit. Those first-hand experiences and data points will be helpful foundations as similar questions arise on your campus. In higher education, we often make peer comparisons where direct experience will help inform your analyses, choices, or

options, enhancing the creation of better institution-specific solutions. As a first-time attendee, actively talking with other folks and other schools should permit newer members an opportunity to speed up the experience curve even more quickly, and can be very valuable both personally and to their institution. ☀️

## Industry Happenings

- Terry Sampson Budd has retired from Atlantic Community College effective June 30, 2014.
- Mitchell L. Wein was recently named Vice President for Finance and Chief Administrative Officer/Treasurer at Haverford College.

Receive a promotion? Get a new job? Win an award? Let us know! Email [info@eacubo.org](mailto:info@eacubo.org), and we'll post the good news on our website for everyone to see!

## Michael Cooney



*You are the first EACUBO Board member who is not employed at a higher education institution. How do you think your current role at Nixon Peabody LLP will benefit EACUBO?*

Viewpoint diversity is a component of good governance. I see my role as respectfully offering different perspectives on EACUBO's mission and how it's accomplished. There is certainly no lack of industry expertise in the boardroom, but my experience with nonprofits generally, and institutions of higher education in particular, allows me insights that might not otherwise be present in the room. That role is possible only with a Board that seeks fresh perspectives and is willing to consider new ideas. I am happy to report that the EACUBO Board is all that, and more.

*What are some of the primary differences between higher education and other industries you have worked in in the past?*

My work is pretty much focused on non-profits and those who love them: donors. That being said, I have had the privilege of working with a wide range of institutions both here in the U.S. and internationally, and I can bring this experience to the EACUBO Board. Higher education is a unique industry. It is one that—unlike others—has such a lasting, far-reaching impact on our nation. I would liken it most closely to the health care industry, which has already been subjected to fundamental changes in how it conducts business. Higher education is not far behind.

*Can you tell us a little about your career ladder and your current position at Nixon Peabody?*

I started as an associate with Nixon's Rochester, NY office more than a quarter century ago doing the same type of work. I am now resident in our Washington, D.C. office, but still spend a good deal of time on the road with clients. Currently, I am the head of Nixon's higher education and exempt organization teams. It is a joy to be able to work with so many organizations, with the generous assistance of my colleagues around the country and the world.

*Now that you are a new Board member (having been elected in October of 2013), how have you benefited from your involvement in EACUBO in a leadership capacity?*

First and foremost, I am struck by the dedication and collegiality of each of the Board members. The industry and profession are well served by these people who give of their time and expertise. Obviously, my job involves advising on optimizing Board and governance function, so none of that is a surprise to me. I definitely have a stronger sense of the challenges facing us—particularly accessibility as a function of cost—and the need to address these issues immediately.

*What challenges in your day-to-day professional role do you face and how has EACUBO helped you with them?*

My work in higher education has a strong emphasis on the financial side of things, from development to investment, facilities to financing. But anything that can happen, does happen on a college or university campus. Each day brings new surprises. My exposure to EACUBO has provided an inside perspective that is different from what lawyers usually see, and across a wide range of institutions.

*What is the greatest professional benefit you see in being involved in EACUBO?*

To those I work with, my value is a direct function of the knowledge and experience I bring to particular situations and challenges. We at Nixon have all been charged to understand our clients' businesses not only now but, more importantly, in the future as their industries evolve. EACUBO embraces those challenges, which can only improve how I think about things and help others to do so, as well. I am honored to have an active role in such an organization. ☀

## **EACUBO Job Board**

*Where business officer professionals find business officer professionals!*

- Search job listings
- Post job listings

Additional features include: career coaching, resume help, education/training, articles and blogs.

**Visit [www.eacubo.org](http://www.eacubo.org) and click on “Job Board” to get started!**

## Haverford College

Haverford College, this issue's EACUBO Spotlight Institution, is one of the country's leading liberal arts colleges. Its close-knit intellectual community combines the Quaker values of dignity, tolerance and respect with a rigorous academic program. It's located just outside of historic Philadelphia.

### History

Haverford was founded in 1833 as Haverford School by a group of New York and Philadelphia Quakers who sought to create an institution of learning grounded in Quaker values. Though it is nonsectarian today, its Quaker roots influence many of its values

and processes.

In its first year,, a seven-member faculty educated 21 Quaker boys in Greek, Latin, natural and moral philosophy, mathematics, and literature. Students lived, ate, and took classes in Founders Hall, a building that currently houses meeting rooms, faculty offices, and College administration, including the Office of the President.

By the turn of the 20th century, Haverford had become a national institution, competing for students and faculty with leading institutions in the nation. Although Haverford began admitting women as first-year undergraduate students only

in 1980, Haverford's commitment to educating women began as early as 1917 and has been greatly strengthened by cooperation with Bryn Mawr College, which was also founded by Orthodox Friends. Today, women comprise half of Haverford's student body, and the Bi-College (Bi-Co) relationship continues to enrich the academic, cultural, and extracurricular offerings of both institutions.

Haverford has evolved into a college with both a wide-ranging academic program (students study topics from Biophysics to Peace and Conflict Studies, though Latin is still offered) and a diverse scholarly community.





Today, with over 100 faculty members and a coeducational student body, Haverford annually enrolls nearly 1,200 students who represent a wide variety of ethnic and religious backgrounds and a wide geographic area.

### Statement of Purpose

Haverford College is committed to providing a liberal arts education in the broadest sense. This education, based on a rich core academic curriculum, is distinguished by a commitment to excellence and a concern for individual growth. Haverford has chosen to remain small and to foster close student/faculty relationships to achieve these objectives.

### Campus

From the tree-lined approach along College Lane, the natural beauty of the Haverford campus reveals itself, with vistas, gardens, wooded areas and a 3.5-acre Duck Pond. The Haverford campus is the oldest planned college landscape in the country. Its meticulously maintained 200 acres contain a nature trail, a Pinetum, flower gardens, and scampering black squirrels (their unofficial mascots). The quiet beauty of the campus reflects a landscape design created in 1834 by the English gardener William Carvill, who was influenced by the landscape master Sir Humphrey Repton.

### Haverford Fast Facts

- Student-to-faculty ratio is 9:1
- 98% of its full-time faculty have the highest degree in their fields
- Student enrollment of 1,187, of which 52% are women and 48% men
- 10.6% of its students are from other countries
- 98% of students live on campus, as do 61% of faculty
- More than 49% of its students receive a college grant, with the average award being \$39,198 ☀

**Start connecting with your colleagues today!**

**Follow us on:**



# board member organizational spotlight

## Nixon Peabody

*(Editor's Note: For the first time in EACUBO's history, a representative from a non-higher education institution was elected to its Board. This new Board member, Michael Cooney, is featured in this issue's Spotlight Individual on [page 14](#) and his institution, Nixon Peabody, is this issue's featured Spotlight Institution.)*



### About Nixon Peabody

Nixon Peabody LLP is a Global 100 law firm, with more than 600 attorneys collaborating among major practice areas in cities across the U.S., Europe and Asia. Office locations include: Boston, New York City, Washington, D.C., Chicago, San Francisco, Los Angeles, Palo Alto, Paris, Shanghai, Hong Kong, London, Albany, Buffalo, Long Island, Manchester, Rochester, and Providence. The firm ranks #62 on Vault's top 100 law firms and #67 on the American Lawyer 100.

### Nixon Peabody's Higher Education Practice

Nixon Peabody supports its college and university clients' missions and helps them succeed by offering a deep bench of service areas, including: environmental health and safety, tenure disputes, employee benefits, grants and contracts, investments, energy, student discipline, corporate governance, civil rights/affirmative action policies, tax-exempt financing, charitable giving and fundraising, restricted fund management, student privacy rights, student housing, intercollegiate athletics, construction litigation, immigration, labor, employee benefits, intellectual property and technology transfer, export controls, economic sanctions, FCPA, government contracting, government relations, renewable energy tax credits, protection of human subjects in research, real property and land use management, museums and libraries, medical and professional schools, health services institutions, residency training programs, and academic medical centers.

### Their Recent Experience in Higher Education Includes:

- Construction projects and litigation: multi-campus expansion
- Energy: conversion of power facility
- Environmental health and safety: environmental compliance self-assessment
- Export controls, economic sanctions and the FCPA: compliance programs and training
- Graduate medical education & accreditation
- Government contracting: government relations and Congressional lobbying
- Government relations and public policy: 2020 strategic plan
- Intercollegiate athletics: college athletic conference
- Land use and development: campus expansion
- Privacy rights: recovering from data theft
- Real property and leasing: relocation of law school
- Renewable energy tax credits: helping a college become energy independent
- Research facilities development: supercomputing center
- Safety and security on college and university campuses
- Securitization of IP portfolios: monetization royalty stream

- Student housing: residential hall
- Student matters: fraternity housing
- Sustainable energy: sustainable building
- Tax exempt and conventional financing
- Title IX: changing and protecting student lives under Title IX
- IP and technology transfer
- IP licensing: sponsored research agreement for hospital and university
- Working with entrepreneurs and start-ups

### Their Client Base

**Research universities**—from an internationally renowned research facility to some of the top U.S. research institutions in the country.

**Public universities**—from one of the nation’s leading public univer-

sities to a large state university on strategic government relations and public policy services.


**Small private colleges**—from a small private college on a data breach to a small private university on a class action suit.

**Professional schools**—from a technical design and engineering school to an institute of technology.

**Medical schools**—from a large university medical school to major teaching hospital.

**Schools of the performing and visual arts**—from museums and libraries affiliated with colleges and universities to charitable foundations and organizations, galleries, dealers, artists, corporations, collectors, foreign governments and financial institutions, and institutions of the arts.

### Nixon Peabody LLP by Their Numbers

- 300 lawyers in China in its offices and through its industry associations
- 1 Chief Innovation Officer
- 67 Tier 1 U.S. News/Best Lawyers national and metropolitan practices
- 61 attorneys named a Chambers Leader in their field
- 100% rating on the HRC Corporate Equality Index
- 37,949 pro bono hours in 2013
- 600+ Attorneys 

## Shared Services Workshop

In addition to the Association of College and University Policy Administrators (ACUPA) Pre-Conference Workshop (see [page 11](#)), EACUBO will be sponsoring a full-day Shared Services Pre-Conference Workshop on Sunday, October 19.

During this information-packed session, representatives from colleges and universities that have, or are currently, implementing shared services will discuss their lessons learned and best practices. Throughout this interactive program, participants will exchange ideas and solutions in a relaxed and informal setting.

Space is limited to just 50 attendees, so make sure to sign up today to save your place! It's just \$175 for the entire day and includes lunch!

Topics will include:

- Assessing Shared Services on Your Campus
- Scope of Services: What Services Will Be Included and How Will They Be Delivered?
- Governance: What Is It, Why You Need It, How to Use It?
- Engaging Your Campus: The Holy Trinity of Faculty, Students & Staff
- Metrics: Measuring Your Success
- Technology

Click [here](#) to register while space is still available. ☀️