

BRIDGING CHALLENGE AND OPPORTUNITY

EACUBO 2017 ANNUAL MEETING

October 15–18

Pittsburgh, PA

David L. Lawrence
Convention Center

Eastern Association of College
and University Business Officers



Schedule-at-a-Glance

Sunday, October 15

12:00–5:15 p.m.	Registration & Information Desk
2:00–4:00 p.m.	Mentoring Session Fall Opening*
3:00–5:00 p.m.	Association of Catholic Colleges and Universities (Additional fee required)
4:00–5:00 p.m.	First-Time Attendee Rally
5:00–6:00 p.m.	Women CBO's Reception*
6:30–8:30 p.m.	Welcome Reception

Monday, October 16

7:30 a.m.–5:00 p.m.	Registration & Information Desk
7:30–9:00 a.m.	Networking Breakfast in the Exhibit Hall
7:30–8:30 a.m.	CFO Breakfast*
9:00–9:50 a.m.	General Session I
9:50–10:15 a.m.	Break
10:15–11:15 a.m.	Concurrent Sessions I
11:15–11:30 a.m.	Break
11:30 a.m.–12:30 p.m.	Concurrent Sessions II
12:30–1:15 p.m.	Networking Lunch
1:15–2:00 p.m.	Dessert in the Exhibit Hall
2:00–3:00 p.m.	Concurrent Sessions III
3:00–3:15 p.m.	Break
3:15–4:45 p.m.	NACUBO Update and General Session II
4:45–6:15 p.m.	Happy Hour in the Exhibit Hall
6:00–8:30 p.m.	Regional Presidents' Dinner*
8:30–10:00 p.m.	Cheers! Reception

Tuesday, October 17

7:30 a.m.–5:00 p.m.	Registration & Information Desk
7:30–9:00 a.m.	Networking Breakfast in the Exhibit Hall
7:30–8:30 a.m.	Chair's Business Partner Breakfast*
9:00–10:30 a.m.	EACUBO Business Meeting and General Session III
10:30–10:45 a.m.	Break
10:45–11:45 a.m.	Concurrent Sessions IV
11:45 a.m.–12:45 p.m.	Networking Lunch
12:45–1:45 p.m.	Dessert and Last Hurrah in the Exhibit Hall
1:45–2:45 p.m.	Concurrent Sessions V
2:45–3:00 p.m.	Break
3:00–4:00 p.m.	Concurrent Sessions VI
4:10–5:10 p.m.	General Session IV
5:10–7:00 p.m.	Networking Reception

Wednesday, October 18

7:30–11:30 a.m.	Registration & Information Desk
8:00–8:30 a.m.	Continental Breakfast
8:30–9:45 a.m.	Panel Discussion
9:45–10:00 a.m.	Break
10:00–10:55 a.m.	Breakout Sessions
10:55–11:10 a.m.	Break
11:10 a.m.–12:00 p.m.	Breakout Sessions

* indicates invite-only event

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Program Guide Sponsor:



Dear Colleagues:

I am pleased to welcome you to the EACUBO 2017 Annual Meeting—“Bridging Challenge and Opportunity”—in Pittsburgh, PA. On behalf of our volunteer Program & Services Committee, we hope that you will take advantage of as many sessions as possible. Our program is designed to focus strategically on several topics such as change management, innovation, and risk taking. You will return to your campuses with a lot of new ideas, practical solutions, and a better understanding of innovation in higher education.

We are excited to welcome many accomplished general session speakers to engage with EACUBO’s membership. Dan Heath, Senior Fellow at Duke University’s CASE Center and *New York Times* best-selling author, will share his insights on creating memorable experiences. M.J. Bishop, University System of Maryland’s inaugural director of the William E. Kirwan Center for Academic Innovation, will explore the financial impacts of academic innovation. Hannah Ubl, Research Director at Bridgeworks, will discuss intergenerational communication. Finally, Chris Howard, President of Robert Morris University, will discuss the challenges confronting higher education in the face of the dour results of the 2017 survey of university business officers by *Inside Higher Ed*, and the three most important traits that leaders need to marshal in order to pull their institutions through tough times.

As part of your EACUBO 2017 Annual Meeting experience, join us for a special Wednesday half-day program focused on navigating budgeting and planning. The day will start with a facilitated conversation among seasoned business officers around what it takes to integrate budget and planning to have genuine strategic impact. The deeper dive will continue with a series of break-out sessions with topics ranging from—

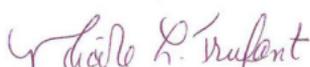
- Responsibility center management
- Budgeting as a small institution
- Navigating state funding challenges
- Improving the connection between accounting and budget functions
- tools for multi-year financial forecasting

The exhibitors in the Exhibit Hall are ready to demonstrate their many new products and services, all designed to make your job easier, more productive and to add value to your organization.

Networking is one of the main benefits of belonging to EACUBO, so please take advantage of the many networking opportunities by joining us during meals and receptions to expand your professional network. Don’t leave Pittsburgh without having made a few new professional contacts and catching up with old friends. With more than 30 concurrent sessions that appeal to all audiences, you will not only earn valuable educational credits, but you will also leave this conference better prepared to take on the challenges facing your institution.

On behalf of the Program & Services Committee and the Board of Directors, I want to welcome you to the David L. Lawrence Convention Center and our annual meeting.

Sincerely,



Nicole Trufant, Vice President, Finance and Administration
University of New England, Chair, Program & Services Committee

Program & Services Committee

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Merrimack College

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EACUBO: Our Mission, Our Values, Our Community

The challenges facing the higher education community often outpace conventional solutions. The demands on your time for critical strategic thinking and leadership grow. No one truly understands what it's like to work "a day in the life of a business officer" than other business officers.

As an association, EACUBO is a learning community of finance and business professionals who seek solutions to the challenges facing higher education institutions. In the spirit of collaboration and innovation, we come together to reconnect and forge new friendships at EACUBO Annual Meetings that carry on long after the conference is over, creating a network of support for one another that encourages success and growth.

EACUBO board members and committee volunteers have been hard at work to provide high value to our members. Our vision is for EACUBO to be a connected and engaged community, coming together to share knowledge, diverse viewpoints, and solutions. We believe in lifelong learning and development, and strive to offer high quality events, programs and services to meet your needs.

We believe we can bring meaningful positive change to our institutions by working together, supporting each other, building our own expertise, and connecting with our business partners whose service to higher education supports our goals.

Realizing this vision depends on your participation! Please consider the following:

- Share your ideas with EACUBO board and committee members on ways we can enhance your personal experiences with EACUBO and the value you receive from your participation.
- Invite your colleagues back home to participate in EACUBO with you.
- Volunteer to serve the EACUBO membership.
- Stay connected to EACUBO by accessing eacubo.org for resources and following @EACUBO on Twitter.

At this annual meeting and in the years ahead, we need your involvement to bring EACUBO's long-term goal to life — **together, we will use fresh, innovative thinking to transform the performance of higher education.**

Thank you!

EACUBO's KPMG Distinguished Service Award

Each year, EACUBO recognizes an individual who has made significant contributions to the association's activities. The membership is asked to submit nominees who cultivate and embody a strategic leadership mindset and reflects EACUBO's core values in fostering a sense of community and collegiality.

EACUBO is proud to announce this year's honoree,
Rita Temple Brooks!

About Rita:

Rita Temple Brooks is director of the Geisel, Administration and Provost Finance Centers at Dartmouth College. Her higher education career began when after a stint in public utilities she accepted the position of Assistant Treasurer at Hampshire College. She left Hampshire for Mount Holyoke College where she oversaw the budget. At Dartmouth College her administrative experience spans a number of areas including budget, finance and information technology. With a particular interest in organizational efficiency and continuous improvement, she has collaborated on a number of projects including the establishment of finance centers, shared service groups that manage accounts payable, payroll, procurement and budget and financial reporting for all schools and divisions.

Rita has held a number of roles within EACUBO including Board Secretary, Annual Meeting and Annual Workshop chair and member of the strategic planning task force. She has held board positions at the Network for Change and Continuous Innovation in Higher Education and several local not for profit organizations. She earned her undergraduate and MBA for Western New England University.

EACUBO 2017 Annual Meeting Sponsors (by Level)

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Annual Meeting Sponsors

(by Event)

Sponsor	Event
Aramark	Welcome Reception
Asset Strategy Consultants	Mobile App Alert
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Bank of America	Chair's Dinner Monday Breakfast
Barclays	Overall Sponsorship
Barnes & Noble College Booksellers	Mobile App
Benchmark Construction	Cheers! Reception
Berkeley Research Group	Bag Insert Item Concurrent Session
Campus Dining, Inc.	Chair's Reception
CBIZ	Chair's Dinner Overall Sponsorship
Century Bank	Bag Insert Item Mobile App Alert
Chartwell's Higher Education Dining Services	Monday Dessert in the Exhibit Hall
Clifton Larson Allen, LLP	Happy Hour in the Exhibit Hall
CohnReznick LLP	General Session
Ferra Executive Search	Mobile App Alert
George K. Baum	5 Concurrent Sessions
Grant Thornton	Name Badge Lanyards

EACUBO 2017

Annual Meeting Sponsors

(by Event)

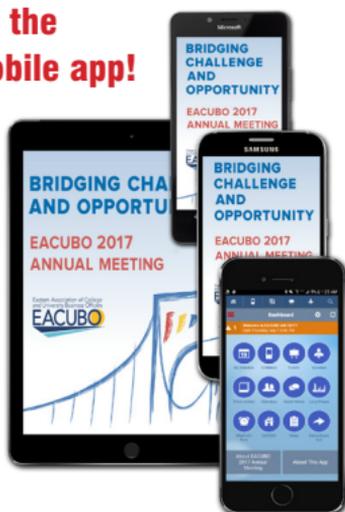
Sponsor	Event
Haverford Trust Company	Morning Break
Hinckley Allen	Tuesday Last Hurrah in the Hall
Hyatt-Fennell	Welcome Reception Entertainment
JP Morgan	2 General Sessions
Key Bank	Charging Station Welcome Reception Bar
Koya Leadership Partners	Meeting Tote
KPMG	Welcome Reception Entertainment
M&T Bank	Bag Insert Item
Morgan Stanley	Wednesday Morning Break
PFM	Networking Reception
PNC Capital Markets LLC	Monday Lunch
Prager	Tuesday Morning Break
Prime Buchholz	Tuesday Breakfast
RCM&D	Bag Insert Item
Sibson Consulting	Chair's Reception
Teibel Education Consulting	Cheers! Reception
TIAA	Mobile App Regional Presidents' Dinner 4 Mobile App Alerts
Tuition Management Systems	Program Guide
Wells Fargo	General Session CFO Breakfast
Whiting Turner	Overall Sponsorship

Technology Information

Navigate the event like a pro with the EACUBO 2017 Annual Meeting mobile app!

With the EACUBO 2017 Annual Meeting mobile app, you can:

- ▶ Stay organized with up-to-the-minute exhibitor, speaker, and event information.
- ▶ Sync the app across all of your devices with Multi-Device Sync.
- ▶ Receive important real-time communications from EACUBO.
- ▶ Build a personalized schedule and bookmark exhibitors.
- ▶ Take notes and download event handouts and presentations.
- ▶ Rate and comment on the sessions you attend.
- ▶ Check locations of sessions and exhibitors under the maps icon.
- ▶ Find attendees and connect with your colleagues.
- ▶ And much, much more!



Downloading the App Is Easy!

Search: The App Store or Google Play for “EACUBO”

or **Scan:**



For all other device types (including BlackBerry, Windows, and all other web browser-enabled devices): While on your smartphone, point your mobile browser to m.core-apps.com/eacubo17am to be directed to the proper download version for your phone.

Once you have downloaded and opened the app, choose EACUBO 2017 Annual Meeting and tap “Download.”

If you already have the EACUBO mobile app from previous years, simply go to settings and tap “Exit to Show List.” Choose EACUBO 2017 Annual Meeting, then tap “Download.”

Should you have any questions, please contact support@core-apps.com.

Sponsors:



Technology Information

Charging Stations

Keep your mobile devices charged so you can continue to enjoy the mobile app and tweet about your annual meeting experience! Visit the charging station located in the Spirit of Pittsburgh Gallery.

Sponsors: 
KeyBank

Wireless Internet Access Instructions

1. Confirm that your wireless is turned on
2. Connect to EACUBO Annual Meeting from the list of available networks
3. Password: EACUBO2017

Internet Café

Need to check your e-mail, reference a source, or print a document? Please visit our Internet Café located in the Spirit of Pittsburgh Gallery.

Speaker Ready Room

Visit the Speaker Ready Room in Room 308 to practice your presentation or update slides.

Hours:

Monday, October 16

7:30 a.m.–noon
2–4 p.m.

Tuesday, October 17

7:30 a.m. –noon
2–4 p.m.

Continuing Professional Education

Participants submitting requests for CPE credits must provide an adequate record of participation in accordance with the standards issued jointly by NASBA and AICPA. In order to meet this standard, EACUBO will require participants applying for CPE credits to scan the barcode on their badge when entering each session. Each person's barcode is specific to their registration record so please be sure to have your badge available for each session. Scanning is the responsibility of each participant and must be completed within 10 minutes of the beginning time of each session. After this professional development meeting, CPE certificates will be available online within two-to-four weeks to those attendees who scanned into sessions.

The learning objectives for attendees at this professional development meeting are the introduction or enhancement of critical technical and management skills that are targeted to higher education business administrative professionals.

At the conclusion of this meeting, participants should be able to:

- ▶ Demonstrate knowledge of technical issues and awareness of emerging trends.
- ▶ Share insights gained from colleagues and industry experts.
- ▶ Demonstrate strengthened leadership abilities in campus collaborations and communications.

The EACUBO 2017 Annual Meeting has been certified to award participants up to 14 CPEs in the form of group live presentation. EACUBO strives to provide the best quality programming to all its members and the higher education industry. Should there be a concern with the quality of programming or level of service, please contact Romain Botti (rbotti@cit.cmu.edu) or Mellisa Beardmore (mabeardmore@aacc.edu) the EACUBO CPE contact.



The Eastern Association of College and University Business Officers (EACUBO) is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors.

State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.nasbaregistry.org.

Sunday, October 15

12:00–5:15 p.m.

Registration/Information

Spirit of Pittsburgh Gallery

2:00–4:00 p.m.

Mentoring Session Fall Opening (Invitation Only)

Room 317

3:00–5:00 p.m.

**Association of Catholic Colleges and Universities
Reception (ACCU)**

Rooms 315/316

**Discerning Your Future: An Invitation to Catholic Higher
Education (*Additional fee required*)**

Conversations will focus on identifying pathways to leadership opportunities within Catholic higher education.

Have you ever considered a career in Catholic higher education?

Would you like to know what makes Catholic colleges and universities unique?

Are you interested in learning what is important to most in Catholic higher education that you could reference in a job interview?

Join us for enlightening discussion and light refreshments

4:00–5:00 p.m.

First-Time Attendee Rally

Room 318

Is this your first time attending an EACUBO event? You are not the only one! Come meet other first-time attendees and learn what EACUBO has to offer you and your institution. Win a virtual reality headset.

5:00–6:00 p.m.

Women CBO's Reception (invitation only)

Room 319

Sunday, October 15

6:30–9:30 p.m.

Welcome Reception at Heinz Field

Missing Out on This Would be a Personal Foul!

This is nacho ordinary party! Kick off the EACUBO Annual Meeting at Heinz Field (Steeler's Stadium) with an awesome tailgate. Live music, private tours of the stadium, corn hole games, and amazing food.

Transportation: Buses will pick up and drop off at the East Lobby entrance on the 10th Street level. Buses will begin departing the Convention Center at 6:15pm and will continuously loop. The last bus will depart Heinz Field at 8:45pm.

Sponsors:



Monday, October 16

7:30 a.m.–5 p.m.

Registration/Information

Spirit of Pittsburgh Gallery

7:30–9:30 a.m.

Breakfast in the Exhibit Hall

Hall C

Sponsor: Bank of America 
Merrill Lynch

7:30–8:30 a.m.

CFO Breakfast (Invitation Only)

Rooms 310/311

Sponsor:



9:00–9:50 a.m.

General Session: Creating Moments That Matter

Spirit of Pittsburgh Ballroom A

Sponsor:



Dan Heath, Author



Some experiences are vastly more memorable and meaningful than others: A moment of extraordinary service that a customer can't stop talking about. A moment of insight that helps a group of employees embrace a new vision. A moment of compassion that makes a patient's burden feel lighter. Everywhere you look, people are trying to craft memorable experiences—from customer experiences to patient experiences. Leaders are working hard to boost employee engagement, student engagement, and parishioner engagement. But these discussions have been dominated by a focus on fixing problems (what Dan Heath calls “filling pits”), rather than creating memorable experiences (“raising peaks”). Yet Heath's research suggests that it's far more valuable to build peaks.

How do you build peaks for the people you care about? In this talk, drawing from his forthcoming book *The Power of Moments*, Heath

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will reveal the four elements that create defining moments. Armed with an understanding of these elements, we can be the authors of moments that spark delight, connection, and insight.

9:50–10:15 a.m.

Break and Book Signing with Dan Heath

Spirit of Pittsburgh Gallery

Sponsor:



THE HAVERFORD TRUST COMPANY

10:15–11:15 a.m.

CONCURRENT SESSIONS

Construction Contract Options: What You Should Know Before You Sign on the Dotted Line

Spirit of Pittsburgh Ballroom B

John Bechtel, *Pennsylvania State University*

Andy Gilburg, *Benchmark Construction Company Inc.*

Marcus Grimm, *Benchmark Construction Company Inc.*

The American Institute of Architects (AIA) has 10 different forms of agreement that can be used to establish contracts for construction services. Do you know which one is right for your project and institution? This facilitated discussion with a leading contract specialist from Penn State University will shed light on the differences in types of contracts and how to determine which makes sense for your project. The benefits and risks associated with each type of contract vary from owner to owner depending on the type of project, the owner's appetite for risk, and the type of procurement practices at that college or university. There can be considerable financial risk in not understanding the basics of these contract types.

As a bonus, our presenter is particularly well-versed in the Integrated Project Delivery (IPD) method which has evolved from a desire to maximize value for the owner.

Continuing the Conversation

Rooms 301/302/303

Dan Heath, *Duke University*

Join Dan Heath in a smaller group setting to continue discussing creating moments. This is an interactive session with a personal touch as you connect with the speaker and your fellow attendees.

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Gallup Survey Data as a Catalyst for Institutional and Program Change

Rooms 310/311

William Anderson, *Saint Michael's College*

Mary Jane Russell, *Saint Michael's College*

The Gallup Purdue Index (GPI) data collected for Saint Michael's College provided the basis for initiatives that enhance the personal wellbeing and workplace engagement of our graduates. The session will present the Gallup methodology and its importance, a comparison of our Gallup results to other assessment efforts as well as peer and aspirant institutions, and a description of the innovations inspired by the results. The presentation will include the recommendations catalyzed by Gallup data and the process by which team members explored themes identified in the data to make recommendations for significant new curricular and co-curricular programs and for changes to current programs.

Managing International Risk

Rooms 304/305

Kristy Abellanas, *Institute of International Education*

Carrie Nelson, *Carnegie Mellon University*

For nearly a century the Institution of International Education (IIE) has been working to build more peaceful and equitable societies by advancing scholarship, building economies and promoting access to opportunity. IIE and Carnegie Mellon will discuss on their approach to navigating international business, legal and financial risk in international operation, agreements, and compliance.

The Value of Green Bonds: Is It Worth It To “Go Green”?

Rooms 315/316

Sponsor:  **BRG**
Berkeley Research Group

Allen Marcum, *Massachusetts Institute of Technology*

John Augustine, *Barclays Capital*

Jessica Matsumori, *S&P Global*

Marc Savaria, *Eaton Vance*

The issuance of US municipal green bonds is increasing – S&P Global Ratings estimates the muni market could see a total of between \$6.3 billion and \$7.2 billion of green bonds in 2016. While initial green bonds were issued primarily for water projects, their popularity in Higher Education is growing rapidly. But what are the costs, benefits, investor demand, and credit impact of these bonds? Is it worth it to “Go Green”?

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This panel will examine the value proposition of Green Bonds from the perspectives of these four different capital markets participants.

11:15–11:30 a.m.

Break

Spirit of Pittsburgh Gallery

11:30 a.m.–12:30 p.m.

CONCURRENT SESSIONS

Annual Tax Update for Higher Education Organizations

Rooms 310/311

Adrian Mihalko, *The University of Scranton*

Aaron Hershberger, *BKD LLP*

Higher education institutions face a multitude of tax issues including income, employment, sales, excise, tax reporting like the F1098Ts and property taxes. In addition, the IRS has adopted data analytics to gauge Form 990 risks and there is an increase in IRS audits of tax-exempt entities based on those findings. This session provides a discussion on determining the risk associated with an organization's Form 990 and an overview of the important tax changes that have occurred during the year.

Including insights on high-risk areas of IRS focus and what institutions should have on their radar, as well as explore many emerging issues. We will share important tax issues facing higher education institutions, highlights of the Form 990 changes, pertinent provisions of the 2016 IRS Exempt Organization Work Plan, fringe benefit issues and more.

Engaging Unit Business Officers

Rooms 304/305

Laura Barnum, *University at Buffalo*

Beth Corry, *University at Buffalo*

Nancy Kielar, *University at Buffalo*

William McDonnell, *University at Buffalo*

In today's limited resource environment, partnership and collaboration among university members is vital to achieving financial sustainability and success. Join leaders from the University at Buffalo as they discuss how they engaged Unit Business Officers in an integrated resource planning environment. In this session you will learn about the tools and methods they used to gather ideas from Unit Business Officers, analyze and implement feedback, promote culture change and educate staff. Hear about how enhanced data reporting and sharing, as well as a new budget planning and

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forecasting system, were key to partnering with Unit Business Officers in strategic decision making. Finally, learn about the challenges faced along the way to building strong UBO engagement in an integrated and collaborative planning environment.

Keeping-up with Upkeep: Encouraging a Culture of Facilities Stewardship

Rooms 315/316

Ken Cody, *Bentley University*

Jonathan King, *Sightlines*

Ageing buildings and infrastructure. Growing backlogs of deferred maintenance. Limited capital and operational funds. These are trends that have affected colleges and universities across the country since the recession of 2008. The good news is that in 2016, we finally see noticeable relief from this vicious cycle. In this presentation, we will delve into these issues, show their impact, and offer innovative ways some universities are addressing current challenges and making proactive plans for the future. The speakers will draw from benchmark data from more than 450 institutions in North America and highlight specific trends from EACUBO institutions.

Bentley University, located outside of Boston, is an institution that is getting ahead in facilities in an environment where so many are falling behind. Hear the CFO discuss how they have leveraged forward looking facilities metrics to not only encourage capital investment aimed at backlog reduction, but also to win support at the Board level for annual investments designed to “keep-up” with needs and avoid unnecessary deferral.

Resurrection of a College: King’s College’s Story of Redemption

Rooms 301/302/303

John Loyack, *King’s College*

Susan Maloney, *Baker Tilly Virchow Krause, LLP*

Christine Smith, *Baker Tilly Virchow Krause, LLP*

Sponsor:



George K. Baum & Company
INVESTMENT BANKERS SINCE 1928

Over-allocating resources. Declining student enrollment. Facilities in need of updating. This session will focus on how one school was on the brink of closing its doors forever when they began their “March to Stainability” and turned everything around. King’s College’s plan of action to get back on track and remain truly sustainable addresses almost all the challenges facing colleges

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and universities across the country today. The college's current executive vice president for business and administrative affairs, CFO and treasurer will explain in detail where they stood before his arrival, how he turned things around in a few short years, and where they stand today.

Washington Update

Spirit of Pittsburgh Ballroom B

Matthew Hamill, *NACUBO*

Hardly a day goes by that policy makers are not talking about colleges and universities, or our students. This session will explore today's political and policy climate and the road ahead as Washington leaders contemplate a lengthy agenda, and will include a focus on key legislative and regulatory developments that may affect colleges and universities.

12:30–1:15 p.m.

Networking Lunch in the Exhibit Hall

Hall C

Sponsor:  **PNC**

1:15–2:00 p.m.

Dessert in the Exhibit Hall

Hall C

Sponsor:  **chartwells** 
where hungry minds gather

2:00–3:00 p.m.

CONCURRENT SESSIONS

Accounting Update Private/FASB

Spirit of Pittsburgh Ballroom B

David Jacobson, *CliftonLarsonAllen LLP*

Michael Johns, *CliftonLarsonAllen LLP*

Nothing is certain in life but change – how higher education institutions anticipate and plan for changes in accounting rules can help to ensure stakeholders are well-informed of new rules that can have a significant impact on decision making. During this session, the speakers will focus on identifying areas where accounting issues are most likely to occur, including technical updates on topics such as revenue recognition, lease accounting, not-for-profit financial statement presentation, and the recent FASB exposure draft on grant and contribution accounting. At the end of this session, you will be able to describe the technical requirements

Monday, October 16

of these new and proposed standards and take away practical implementation guidance and examples to help your institution determine the best path forward.

Accounting Update Public/GASB

Rooms 301/302/303

Jason Spiegel, *KPMG*

The Government Accounting Standards Board (GASB) has been active in developing new rules and standards that can affect applicable colleges and universities. It is imperative that college and university business officers remain knowledgeable of these new rules as well as others that will take effect in the not-too-distant future. The speakers will review the technical aspects of GASB rules as well as focus on the identification of accounting issues that may impact the institution's financial reporting and influence campus decision-making and risk assessment. This knowledge and understanding should help reduce misunderstandings on-campus and/or with the institution's governing board along with institution's auditors and in managing policies, controls and practices on-campus.

Advancing Diversity & Inclusion on Campus

Rooms 315/316

Katherine Lampley, *Bentley University*

Joanne Yestramski, *University of Massachusetts, Lowell*

Angela Morris, *Bank of America Merrill Lynch*

Wilfred Noel, *Bank of America Merrill Lynch*

Today higher education continues to play a vital role in ensuring the success of our future leaders. With the continually changing landscape, we will discuss how diversity and inclusion has evolved from "the right thing to do" to how diversity and inclusion now enhances bottom line performance.

We will question whether the "I" component of Diversity and Inclusion (D&I) is getting enough focus and how institutions can think differently about creating environments that foster inclusion for students and faculty.

Finally, we will compare D&I efforts in academia with D&I efforts in the corporate workplace to highlight new leading practices for both enterprises.

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Analytics for Financial Sustainability

Rooms 304/305

David Myron, *Mercyhurst University*

Jim Creeden, *BKD LLP*

Institutions are facing increased pressure to operate in a financially sustainable manner. This session is designed to provide insight on how analytics can be used to improve financial sustainability. Attendees will learn how to include contribution margin analytics, financial modeling, and enrollment analysis as a framework for sustainability.

Laying the Groundwork for Collaborative Buying

Rooms 310/311

Diane Dimitroff, *Moravian College*

Audra Kahr, *Cedar Crest College*

Mark Reed, *Moravian College*

Sponsor:



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INVESTMENT BANKERS SINCE 1928

There is a perception that collaborative buying can be the silver bullet to cost savings. However, the actual purchase is only a small portion of the expense of the goods and services. In fact, the process is more about changing and aligning business processes than it is about negotiating great prices. This interactive session will explore the components necessary for a successful collaborative buying endeavor.

3:00–3:15 p.m.

Break

Spirit of Pittsburgh Gallery

Monday, October 16

3:15–4:45 p.m.

NACUBO Update

The Spirit of Pittsburgh Ballroom A

John Walda, *NACUBO*

General Session: Enabling a Culture of Academic Innovation by Investing in Our Own R&D

MJ Bishop, *University System of Maryland, Center for Academic Innovation*

Sponsor: **J.P.Morgan**



Organizations that do not grow and innovate are doomed to fail due to changes in the surrounding environment including: technology advances, changing demographics, resource restrictions, and the like. Most industries understand this need to be “forever agile” in the face of external challenges

and they address it by investing substantial portions of their revenues back into developing and rigorously researching new models of doing business. While universities contribute almost 42% of their own resources toward “funded” research for other sectors (like healthcare and technology), higher education is among the only major global industries that does not significantly invest in R&D on its own, core business model.

Dr. Bishop will explore what we know about the financial impacts of academic innovation, how academic leaders can enable a culture of experimentation on their campuses, and the role chief financial and business officers can play in advancing these efforts, which are so critical to the health of our institutions.

4:45–6:15 p.m.

Happy Hour in the Exhibit Hall

Hall C

Sponsor:  **CliftonLarsonAllen**

This networking event includes a variety of appetizer options and an open bar. Visit with each exhibitor and learn more about products and services that may help your institution. Please take a moment to thank the exhibitors for their participation and support of the EACUBO 2017 Annual Meeting.

Monday, October 16

8:30–10 p.m.

Cheers! Reception

Allegheny Ballroom

The Westin Convention Center Hotel

Third Floor

Sponsors:



Where everyone knows your name! After dinner, gather with your friends and colleagues in the EACUBO “living room” for a sweet bite and a beverage. Comfortable seating and a low-key atmosphere provide a relaxed setting to share what you have learned throughout the program. It’s a perfect way to end a very productive and fun day.

Note: This event is located in the Westin Convention Center Hotel

Program Guide Sponsor:



Tuesday, October 17

7:30–8:30 a.m.

Chair's Business Partner Breakfast (Invitation Only)

Room 317

7:30–9:00 a.m.

Breakfast in the Exhibit Hall

Hall C

Sponsor:  Prime
BUCHHOLZ

7:30 a.m.–5:00 p.m.

Registration/Information

Spirit of Pittsburgh Gallery

9:00–10:30 a.m.

EACUBO Business Meeting

The Spirit of Pittsburgh Ballroom A

General Session:

**When Generations Connect: Communicating with Four
Generations of Employees**

Hannah Ubl, *Bridgeworks*

Sponsor:  J.P.Morgan



Four distinct generations are working together shoulder to shoulder, each with a unique set of attitudes, values and work styles. It used to be that older workers were bosses and younger ones took orders. Now, roles are all over the map and rules are being rewritten.

Organizations are feeling the pain of generations as they struggle to manage productivity and morale while maintaining high standards of quality and service in a challenging economy. This program will give you the tools to convert this form of diversity from an obstacle into an opportunity.

10:30–10:45 a.m.

Break

Spirit of Pittsburgh Gallery

Sponsor:

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10:45–11:45 a.m.

CONCURRENT SESSIONS

Leading Your Team through a Presidential Transition

Spirit of Pittsburgh Ballroom B

Nicole Trufant, *University of New England*

Howard Teibel, *Teibel Education Consulting*

The tenure of college and university presidents is shorter and shorter. The CBO plays a critical role in onboarding a new president as well as leading their team through the transition. Presidential transitions are high stakes, complicated and never easy.

Using a highly interactive approach, the presenters will share strategies and practical techniques in small group discussion format. Learn how one VPFA supported her University through a transition, assisted the new president in his first weeks, and provided thoughtful and encouraging leadership to her staff as they experienced these changes. Come prepared to share your experiences and to learn from the presenters and each other.

Using Predictive Modeling and Targeted Outreach to Unlock Your Enrollment Potential

Rooms 304/305

Paul Henderson, *University of New England*

Katherine Cooper, *Ruffalo Noel Levitz, LLC*

Sponsor:



George K. Baum & Company
INVESTMENT BANKERS SINCE 1928

With rising tuition costs and an increase in competition, institutions are struggling to meet the demands of such a competitive environment. During this session, we will detail the concepts of optimizing your aid awarding strategy and outreach engagement activities to help meet key enrollment and revenue objectives.

Beyond Quick Fixes: Building a Sustainable Small College Business Model

Rooms 301/302/303

Clair Knapp, *Manchester University*

Sheila Curran, *Curran Consulting Group*

Stephen Donato, *Bond Schoeneck & King PLLC*

R.J. Prossner, *Conway MacKenzie*

Almost half of all Chief Business Officers (“CBOs”) believe that their colleges are not financially sustainable for the next decade. This session will discuss how to identify the early warning signs of

financial distress. Institutions need to not only reduce expenditures and raise revenue but also invest in actions that result in long-term success. Financial sustainability depends upon its ability to overcome silos and create mission-driven partnerships among leaders in finance, academics, human resources, enrollment management, advancement, and career services.

Cybersecurity: A Primer for Higher Education Leadership

Rooms 315/316

George Baroudi, *Long Island University*

Mark Oster, *Grant Thornton LLP*

There has been a significant increase in high-profile data breaches, cybersecurity threats, and related vulnerabilities across many industries, including the higher education sector. The impact of a data breach can be significant to the operations, reputation, and even the very mission of a higher education institution. With increased online presence and connectivity, higher education business and information technology leadership need to understand the associated risks, mobilize quickly to remediate, and proactively protect their institutions from cybersecurity threats. Join us to obtain an overview of recent trends and related strategies to safeguard your data and technology infrastructure that is essential to survival and continued success in today's technology-enabled environment.

Intergenerational Collaborations: Leading the 21st Century Workforce

Room 310/311

Brian Dickens, *Ithaca College*

This session is designed for business leaders with futuristic mindsets towards understanding demographic shifts with baby boomers retiring, and millennials entering into workforce at record pace. By 2025 they will comprise 75% of the workforce. It is essential to identify all generations in the current workforce and focus on engaging Millennials now so they are able to fulfil talent shortage in the near future. Unfortunately, many organizations are not prepared to attract, engage, and retain Millennials because they continue to use management practice that are off target. Understand the need to engage Millennials now, not later. Get to know techniques on how to engage Millennials at the organizational level and how to develop a strong leadership pipeline expertise for business continuity.

Tuesday, October 17

11:45 a.m.–12:45 p.m.

Networking Lunch in the Exhibit Hall

Hall C

Sponsor:  **PNC**

12:45–1:45 p.m.

Dessert and Last Hurrah in the Exhibit Hall

Hall C

Sponsor:  **HINCKLEY
ALLEN**

1:45–2:45 p.m.

CONCURRENT SESSIONS

**Buckle Your Seatbelt: Navigating Strategic Change
Management Through Merging, Acquiring, and Divesting
Higher Education Programs**

Rooms 304/305

Steven Kaplan, *University of New Haven*

Mark Kerwin, *School of the Museum of Fine Arts at Tufts*

Lisa Miller, *Drexel University*

Mary Lee Parsons, *Wells Fargo*

Chief business officers analyze the benefits of keeping existing programs, acquiring new programs or both, while others frequently assess the longevity and viability of their business model. Several institutions have merged or affiliated recently. We will explore from both sides of the transaction with the following; the Museum of Fine Arts' School of the Museum of Fine Arts with Tufts University, the Academy of Natural Sciences with Drexel University, and Lyme Academy of Fine Arts with the University of New Haven. The panel will discuss what the decision-making process was by the both sides of the merger; how the new program(s) enhance the mission of the organization; and the significant financial implications to consider when merging or acquiring programs.

EACUBO Women's Leadership Forum: Leadership From a Gendered Lens

Rooms 301/302/303

Mary Lou Merkt, *Furman University*

Dawn Rhodes, *University of Maryland Baltimore County*

Lynne Schaefer, *University of Maryland Baltimore County*

Marta Drake, *NACUBO*

A panel of influential, successful women in higher education finance and administration will discuss how they advanced to the top and built their careers with confidence. Find out what inspires them, the challenges they faced, and the critical success factors that led them to where they are today. Understand what it means to be a women leader at our colleges and universities and develop strategies for leadership growth, building a network and developing others.

- Learn and apply effective leadership concepts that impact female leaders
- Become more aware of the perceptions and realities that women leaders must navigate to be successful
- Empower women to create positive change for themselves and other women

NACUBO's Economic Sustainability Framework: Metrics, Model, Matrix

Spirit of Pittsburgh Ballroom B

J. Michael Gower, *Rutgers University*

Randy Roberson, *NACUBO*

After Phase 1 of the Economic Models Project, NACUBO created a website toolkit to assist college and university leaders in assessing and transforming their institutions' business models. The presentation will discuss metrics and analytic tools that institutions can use to determine their economic viability. Attendees will be able to test the tools and assess them. We will focus on how a college or university might implement the tools and describe some of the successes colleges have had in overcoming the traditional higher education barriers to innovation and implementing structural and cultural change.

The Chief Business Officer / Chief Marketing Officer Collaboration: Going Beyond the Presser to Strategic Partnership of Delegation

Rooms 315/316

Laura Hubbard, *University at Buffalo*

Nancy Paton, *University at Buffalo*

An important but often overlooked relationship vital to advancing a college's or university's success is that of the Chief Business Officer and Chief Marketing and Communications Officer. While on the surface these two entities may appear to have limited need for strategic integration, the partnership between these areas is not only beneficial but vital to engaging stakeholders who need to understand the value of higher education and who want transparency. Through a case study format, the presenters will demonstrate why the partnership between these two entities is needed more than ever in higher education. The interactive session will focus on the speakers' experiences in collaborating on the creation of an operational excellence strategy; and managing public affairs issues regarding resource allocation, campus expansion, infrastructure investments, and vendor and workforce development.

University Wide Financial Literacy on a Shoestring

Rooms 310/311

Benjamin Lowenthal, *University of Maryland Baltimore County*

Trisha Wells, *University of Maryland Baltimore County*

UMBC has developed a thriving Financial Literacy Education Program with limited funding over a four-year period. This session will describe steps used to create the program, methods used to accomplish goals with few resources, and Financial Literacy promotional strategies used. Best practices in areas such as website design, video contests, and on-line course development as well as sharing collaborations that led to success. UMBC's Volunteer Income Tax Assistance (VITA) program will also be highlighted.

2:45–3:00 p.m.

Break

Spirit of Pittsburgh Gallery

3:00–4:00 p.m.

CONCURRENT SESSIONS

Presenting Financial Information Effectively

Spirit of Pittsburgh Ballroom B

Stephen Hietsch, *Dickinson College*

Stephen Schafer, *Sarah Lawrence College*

Sponsor:



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Effective communication of financial and budget information to institutional leadership, boards, committees, policymakers, and other constituent groups is a necessary and critical skill for today's higher education finance leaders. Campus communities demand inclusivity and transparency, but sometimes the individuals engaged in these topics have a limited knowledge about finance and budget practices and concepts. Using real life examples that have worked for different audiences, this session will discuss effective techniques for communicating financial information.

Legal Update

Rooms 315/316

Mike Cooney, *Nixon Peabody*

Sponsor:



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Mike Cooney, a partner with Nixon Peabody LLC, will speak on a number of legal topics of interest and concern to college and university business officers including: campus safety issues; international students; cyber-security and data breaches; mergers and affiliations; coaching contracts, Title IX claims; charitable giving and pension fund litigation.

Mentoring to Advance Career Goals

Rooms 310/311

Tim Bowman, *SEAS Harvard*

Sasha Hudson, *University of Maryland Baltimore County*

Jennifer Sauer, *Delaware Valley University*

Karen Goldstein, *Davidson College (retired)*

Having a mentor, someone more senior, is widely held to be an important strategy to advance career goals. This session will explore different avenues to finding a mentor. First, participants will hear about the EACUBO mentoring program, which pairs experienced chief business officers with those whose next step

is to the C-suite. This will be of interest to both prospective mentees and mentors. Participants will then be introduced to two internal campus mentoring models, from Harvard and University of Maryland Baltimore County, designed to support career success and advancement for early to mid career professionals. Participants will consider the benefits and drawbacks of different models and share practices from their own experience.

Positive Outcomes and Challenges of Standing Up a Very Large High Performing Team to Support Institutional Transformation

Rooms 301/302/303

Kathleen Byington, *Yale University*

Sarath Kraus, *Yale University*

Cathy Vellucci, *Yale University*

Yale University is implementing an administrative platform that unifies Financial, Human Resources Management, Academics, and Payroll functions. This change is the biggest institutional transformation Yale has ever experienced. To support Yale's large-scale transformation, we implemented the Change Network, made up of over 300 field Business Operations staff. The presenters will share the structure of the program focusing on the key outcomes and challenges from the perspective of the program manager, senior leadership, and the principal business officer of a major academic unit. The presentation style will be a panel with active audience engagement throughout.

From Understanding and Managing the Challenges to Creating Opportunities in a Dynamic Healthcare Environment for Colleges and Universities

Rooms 304/305

Tracy Hassett, *EdHealth*

C. Talbot Heppenstall, *University of Pittsburgh Medical Center*

The cost of providing a healthcare benefit to faculty and staff is often a significant operating expenditure for colleges and universities. For many institutions, this cost has risen more quickly than a number of other expense categories causing more pressure on the operating budget. The cost of providing this benefit has also been a volatile expense resulting in a re-evaluation of program designs, the nature and the scope of the institution-provided benefit, employee cost shares, and institutional risk tolerances. Combined with a changing regulatory environment

Tuesday, October 17

and the national conversation around healthcare, colleges and universities are thinking proactively around managing costs and managing risks. The panelists will provide, first and foremost, their insights and quantitative and qualitative commentary on the present healthcare landscape from various perspectives. The panelists will also outline some new healthcare models, existing strategies and new and interesting ideas or programs that certain colleges and universities may want to contemplate in trying to manage its (healthcare benefit-related) costs and risks in a sector that is difficult to predict.

4:10–5:10 p.m.

**GENERAL SESSION: Accountability, Empathy & Courage:
Unlikely Advice for the College CBO**

Spirit of Pittsburgh Ballroom A

Chris Howard, *Robert Morris University*

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President Howard will discuss the challenges confronting higher education in the face of the dour results of the 2017 survey of university business officers by Inside Higher Ed, and the three most important traits that leaders need to marshal to pull their institutions through tough times.

5:10–7:00 p.m.

Networking Reception

South Terrace / Green Roof

Sponsor:  **pfm**

Join your friends and colleagues for this relaxing networking reception. Enjoy heavy hors d'oeuvres and an open bar as you continue the conversations from the day's sessions. Share ideas and solutions you have learned over the course of the meeting.

Program Guide Sponsor:



Wednesday, October 18

7:30–11:30 a.m.

Registration/Information

Spirit of Pittsburgh Gallery

8:00–8:30 a.m.

Breakfast

Spirit of Pittsburgh Gallery

8:30–9:45 a.m.

Connecting Strategy and Resource Allocation Through the Budget Process

Spirit of Pittsburgh Ballroom B

Jennifer (JJ) Davis, *George Mason University*

Robert Goldberg, *Barnard College*

J. Michael Gower, *Rutgers University*

Howard Teibel, *Teibel Education Consulting*

We often find ourselves stuck in short term thinking because of the nature of the budget systems and processes that we have inherited. Join this session to consider how we can break the cycle of focusing just on getting through the next fiscal year and develop a more strategic approach to developing and managing our budgets and long-term financial planning.

You will hear from a panel of CBO's who have created new and diverse approaches to better connect the budget process to campus priorities, meet campus needs, and develop longer term financial strategies. The discussion will cover such topics as the following:

- Leadership and technical competencies
- Systems that talk to each other
- Development of long-term strategies
- New budget models and tools

9:45–10:05 a.m.

Break

Spirit of Pittsburgh Gallery

Sponsor:  Morgan Stanley

10:00–10:55 a.m.

BREAKOUT SESSIONS

Budgeting at a Small Institution

Rooms 301/302/303

Robert Goldberg, *Barnard College*

Steve Schafer, *Sarah Lawrence College*

In this session we will continue the conversation from the morning program “connecting Strategy and Resource Allocation Through the Budget Process” from the perspective of a small institution. While most will agree that there are a great number of similarities among all colleges and universities, the budget processes and considerations at a smaller institution may have some unique sensitivities and expectations from the members of the campus community. The panelists for this session will work to facilitate an open dialogue on issues regarding budget processes and resource allocations within a small institution context.

Navigating Public Support for Higher Education

Rooms 304/305

Jennifer (JJ) Davis, *George Mason University*

Lynn Schaefer, *University of Maryland Baltimore County*

Join two former state budget officials turned chief business officers for a discussion about the current landscape of public funding for higher education, advice on how to navigate this environment to better make your case, and thoughts about how to change the debate about public vs. private good.

Hear the truth about Responsibility Center Management

Rooms 310/311

J. Michael Gower, *Rutgers University*

Melody Bianchetto, *University of Virginia*

No, it is not the cause of any number of dire global conditions predicted by department chairs and directors! Join experienced practitioners who will give you the real scoop. Hear about their (and perhaps share your own) RCM models, the benefits and challenges, and lessons learned.

10:55–11:10 a.m.

Break

Spirit of Pittsburgh Gallery

Wednesday, October 18

11:10 am

BREAKOUT SESSIONS

Bringing Budget and Accounting Together

Rooms 301/302/303

Barry Harte, *Saint Joseph's University*

Harlan Sands, *University of Pennsylvania*

Nick Long, *Kaufman Hall | Axiom Software*

At many institutions, the budget and accounting teams are unique and separate. While they both may report to the CFO or VP of Finance, they are often seen as being responsible for an independent series of tasks with a limited overlap of their work. However, with higher education experiencing greater financial challenges than ever before, it is now more important than ever for the two functions to be highly coordinated to help direct and assess the impact of fiscal resources in support of an institution's strategic plan. While many people will say that accounting tells you what happened and budget tells you what will happen, there is more to it. This session will provide an opportunity to delve further into the strategic value of connecting the institution's budget and accounting roles and in facilitating discussion amongst members of both teams.

Engaging Stakeholders and Making Decisions Through Multi-Year Planning

Rooms 304/305

Jennifer Mariacher, *Franklin and Marshall College*

Wendy Starner, *Franklin and Marshall College*

Jeremy Bass, *PFM*

Brandon Rosenbluth, *PFM*

Multi-year financial models can tell a story about your financial future. With the increasing challenges facing higher education institutions, senior business officers and organization leaders require a comprehensive, multi-year view of financial performance in order to assess financial health, risks and opportunities. Business and finance officers will benefit from understanding how a multi-year forecast process and model - one offering the ability to vary assumptions, and evaluate different scenarios - provides leaders with greater information to inform their discussions and decisions. Panelists will share successes and lessons learned in developing and organizing and implementing an effective process for engaging and supporting senior management and other key stakeholders on campus.

Exhibit Hall Hours and Prize Drawings

Make sure you visit the Exhibit Hall during the hours below to connect with your current service vendors, cultivate and develop new relationships with EACUBO's corporate partners, search for solutions to current challenges, and perhaps select your next service provider. More than 82 companies are looking forward to meeting you.

You will also be given the opportunity to win great prizes! Exhibitors will give you a ticket when you visit their booths. Write your name on the back of each ticket and drop it into the prize-drawing box located in the 500 aisle in the Exhibit Hall. Be sure to stop by all the exhibitor booths, as the more tickets you receive, the more chances you have to win! Attendees must be present to win.

Each prize-drawing time slot listed below will offer the chance to win a \$50 gift card.

Monday, October 17

- 7:30–8:00 a.m.** Networking Breakfast (Prize Drawing)
- 1:15–2:00 p.m.** Dessert (Prize Drawing—*Bring the ticket that was left under your lunch plate.*)
- 4:45–6:15 p.m.** Happy Hour

Tuesday, October 18

- 7:30–9:00 a.m.** Networking Breakfast (Prize Drawing)
Refreshment Break (Prize Drawing)
- 12:45–1:45 p.m.** Last Hurrah (Prize Drawing)

Exhibitors

Exhibitor.....	Booth #
Akademos, Inc.	208
Allianz Global Assistance	109
American Dining Creations	307
Apogee.....	120
ARAMARK.....	201
Arthur J. Gallagher & Co.	410
BankMobile Disbursements.....	412
Barnes & Noble College.....	405
BBL Campus Facilities	300
BKD CPAs & Advisors.....	316
Blackboard Transact / Cashnet.....	103
BlackLine.....	502
BNY Mellon	421
Breckinridge Capital Advisors.....	304
Brown Advisory	220
Brightview Landscape Services.....	513
C&W Services.....	411
CBIZ Inc.....	401
Chartwells Higher Education Dining Services.....	512
CliftonLarsonAllen LLP	312
Coalition for College Cost Savings	419
Commerce Bank.....	117
Competitive Energy Services	506
Concur Technologies.....	106
Corporater.....	504
Crowe Horwath LLP	408
CSI International, Inc.	422
CulinArt Dining Services	310
eCampus.com Course Material Solutions	302
Elior North America.....	521
ESM Solutions	407
Fiduciary Investment Advisors (FIA)	309
Financial Aid Services (FAS)	519
Fitch Ratings.....	212
Follett Higher Education Group, Inc.	113
GCA Services Group, Inc.	104
Grant Thornton LLP	503
Helbling & Associates, Inc.	202
HelioCampus	210
HigherEdJobs	420
indiCo.....	311
Jenzabar, Inc.	205
JLL	216
Johnson Controls.....	119

Exhibitors

Exhibitor.....	Booth #
Kaufman Hall/Axiom Software.....	301
KeyBanc Capital Markets	101
Liberty Mutual Insurance	218
M&T Bank.....	102
Marcum LLP	305
Mason Investment Advisory Services, Inc.	118
MBS Service Company, LLC.....	516
Metz Culinary Management	406
NACUBO.....	518
Nelnet Business Solutions.....	203
Noelker and Hull Associates, Inc.	417
OnPlanU	111
Oracle.....	520
Parkhurst Dining.....	206
PFM Solutions LLC	204
Porter Khouw Consulting, Inc.	413
Prophix Software Inc.....	222
Purcell Construction Corp.	501
Raymond James	123
RevenueVision by SDG.....	510
RLPS Architects	221
S&P Global Ratings	403
SAGE Dining Services	505
Schneider Downs.....	402
SciQuest.....	313
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WFF Facility Services.....	122
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Workiva.....	517
Ziegler	100

Wells Fargo is a proud sponsor of the 2017 EACUBO Conference



College and University Business Officers are taking a hard look at the strategic fit of their academic programs. They're analyzing the benefit of existing programs and exploring acquisition and divestiture of programs to better serve students and maintain financial performance.

Wells Fargo invites you to be our guest on Tuesday, October 17, for the panel discussion below.

Buckle your seatbelt: Navigating strategic change management through merging, acquiring, and divesting higher education programs

Time: 1:45 p.m.

 Please visit our Wells Fargo at EACUBO event page for more information: mail.wellsfargoemail.com/2017_eacubo

Together we'll go far



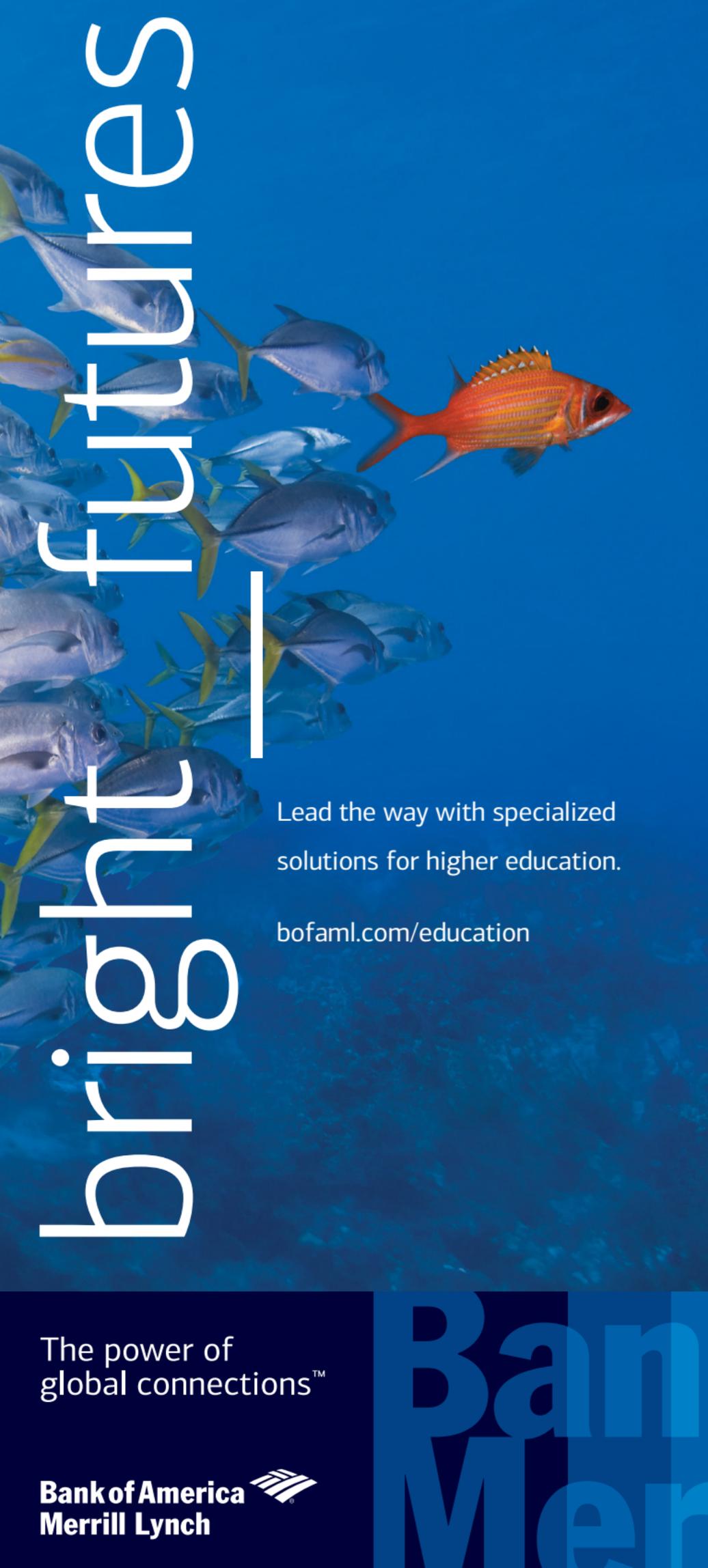
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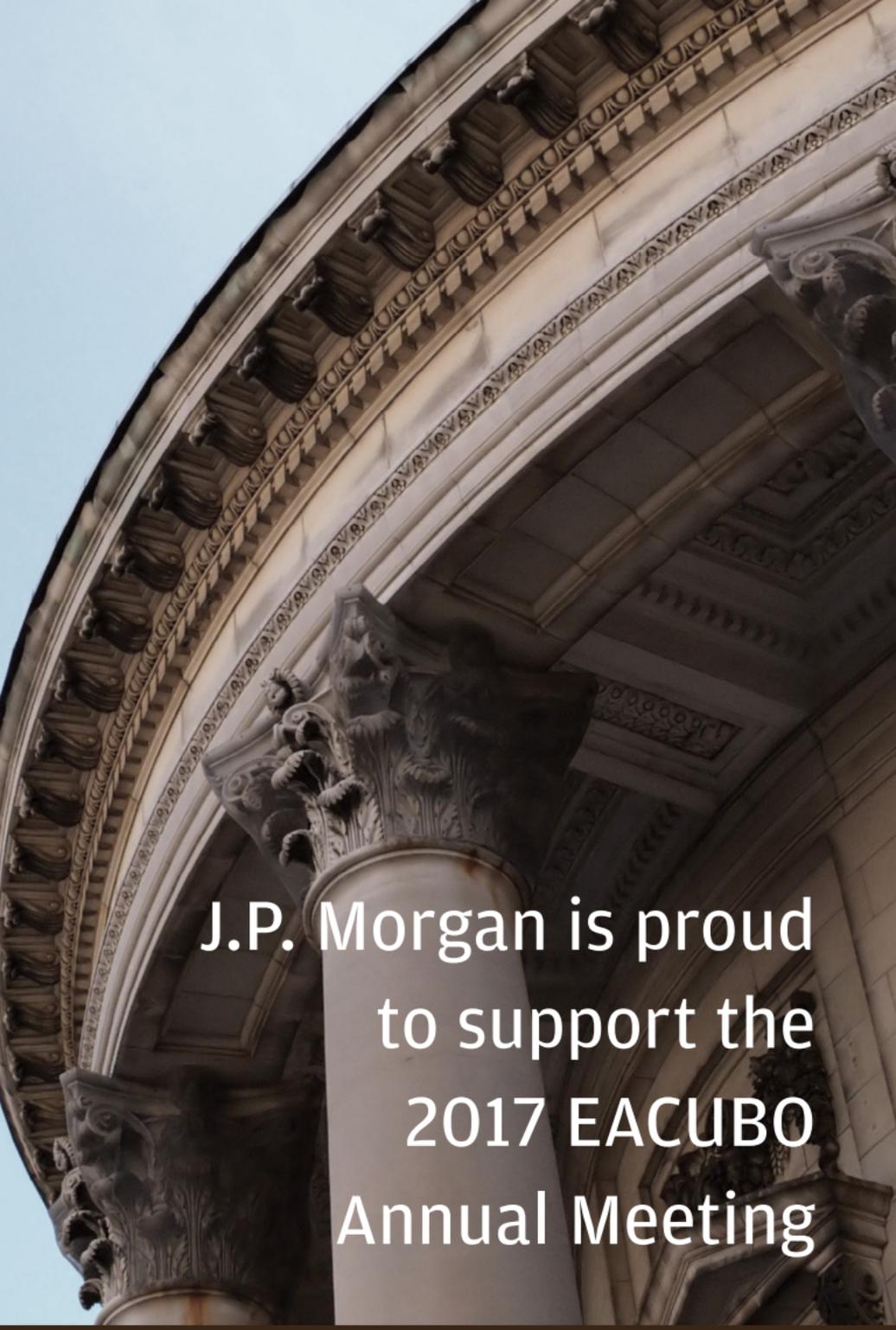
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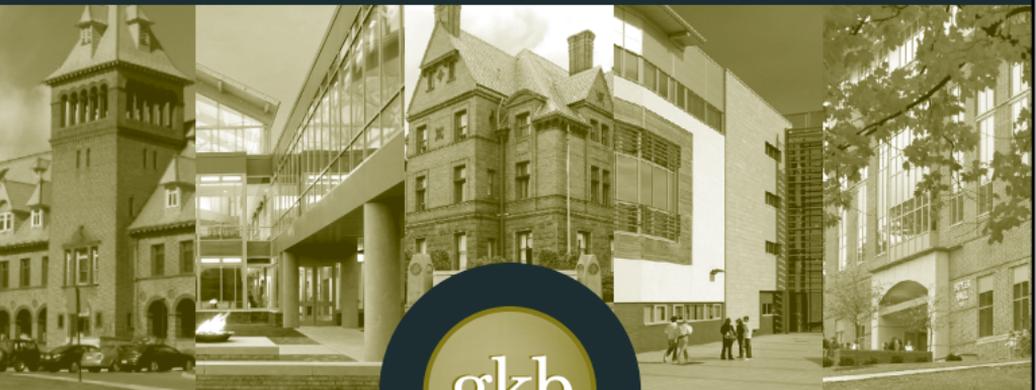
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