

# CONCURRENT SESSIONS

## CACUBO 2011 Annual Meeting

### Concurrent Session Tracks

Leadership Skills  
Best Practices  
Information Technology  
Hot Topics

**\*Sessions that are particularly relevant for Community Colleges are indicated by “\*CC” following the session title.**

### Leadership Skills

#### **Governmental Relations and Lobbying – Two Perspectives \*CC**

**Rep. Tad Perry, South Dakota State Legislature**

It goes without saying that this is a time of dynamic change for higher education and, in particular, for public institutions. Whether it be funding challenges, productivity demands, system reorganizations, financial aid restructuring, or other issues Business Officers will undoubtedly be asked to assume an even more active role in lobbying and advocacy. Dr. Robert T. Tad Perry spent 23 years at Ball State University first as a professor of political science then the last 13 of those years as Associate Vice President for Governmental Relations. Following that service, Dr. Perry spent 15 years as the Executive Director and CEO of the South Dakota Board of Regents. He is now a sitting member of the South Dakota State House of Representatives. From these various experiences and perspectives, he will guide and inform us as to the most effective ways to tell the higher education story and to successfully communicate with policy makers.

#### **A House United: Academic and Administrative Partner to Build Transformative IT Plan**

**Peg Buttermore and B.J. Zirger - University of Cincinnati**

Transformation has been the operative word at the University of Cincinnati for the past decade. In September 2010, UC's president put in place a strategic plan called **UC2019 Accelerating Our Transformation**, which commits the university to becoming a first-choice destination for students, patients, faculty and staff by measuring itself against an elite set of peers. Led by the provost, an academic master plan also ensures an innovative curriculum for the 21<sup>st</sup> century, transformative learning, and interdisciplinary research focused on solving real-world problems and other objectives. To realize this next stage of the university's transformation would require a full re-thinking of its academic information technology. Join us for this session and learn how a team of academics and administrators joined forces to assess the institution's current state of academic information technology and create a future framework and implementation plan that supports the institution's overarching goals for preeminence and transformative learning and research.

#### **How to Use Employee Recognition (Sampling of the CACUBO Leadership Development Institute) \*CC**

**Dr. Gerald Graham - Wichita State University**

Join the lead presenter from the CACUBO Leadership Development Institute as he talks about understanding how to apply practical techniques for developing and recognizing employees.

1. A Formula for Motivating Most Employees
2. Practical ways of using recognition and praise to reward employees
3. What is the role of discipline in motivation?
4. How to lead the high performing employee who has a bad attitude

### **Governance and Leadership Best Practices \*CC**

**Diane Kedem - Moody's Investor Services and Karen Sullivan - University of Cincinnati**

This session will include a discussion by Moody's analysts of best practices and five broad topic indicators for effective governance and management that have been developed through its extensive experience analyzing over 500 private and public universities. These indicators complement traditional quantitative financial ratios that remain core components in Moody's credit analysis. The University of Cincinnati will address the challenges and triumphs of executing and following governance practices and policies, as well as lessons learned to become a more nimble and efficient organization that is better equipped to withstand economic uncertainty and the evolving higher education sector.

### **Engaging the Strengths of Your Staff \*CC**

**Mark Pogue - Gallup Inc.**

Find out what the best leaders and managers do differently to create outstanding teams. In this interactive session, you'll be introduced to proven strategies for developing your own strengths and maximizing the strengths of your staff.

### **Negotiation Skills for Leaders**

**Ruth Anderson - University of Wisconsin System Administration**

Whether negotiating externally with vendors or internally with departments, strong negotiating skills are a valuable tool in any leader's toolbox. This session will review negotiation skills, negotiation strategies and help participants think about how to develop a negotiation style that fits naturally with their personality. This session will help participants plan for meetings that involve negotiations or plan for formal negotiations with an external vendor or partner.

### **Professional Ethics \*CC**

**Brent Stevens and Steve Newstead – Rubin Brown, LLP**

The presentation will be designed for business officers that currently have a C.P.A. license, but will also cover broad topics and best practices that could apply to all business officers of a college or university. Specifically, key areas to be covered will include:

- Information from the AICPA Professional Ethics Division
- Emerging issues and developments in the professional ethics area
- Examples of codes of ethical conduct, whistleblower policies, and conflicts of interest policies including how to implement these policies
- Ethics case study

The information covered will include discussion and analysis as to how the general topic of ethics would pertain to the business operations of a college or university, but will also include our experience with large, for-profit corporations in this area to provide the business officers with insight on how professionals in other industries address this highly sensitive issue.

**Best Practices**

**Fraud and Risk Management in Higher Education \*CC**

**Shauna Woody-Coussens – BKD and Julie Petersen - Iowa State University**

The presentation will focus on prevalent areas of fraud and appropriate risk management controls in the higher education environment. Examples from recent investigations in the area of discretionary spending of top-level management and in athletic departments will be presented as case studies.

**Navigating the Facilities Woods- Peer Insights on Creating a Knowledge Base "Map" of Strategic Facilities Information \*CC**

**Ronald Ally - Harper College and Thomas Huberty - Sightlines, LLC**

In this roundtable, Harper College and Sightlines will share how they've harnessed vast amounts of raw data to create a knowledge base "Map" of strategic facilities information; How they are using the knowledge to more clearly understand the "You are Here" location, the trails that lead to it, and how they use it as a compass to navigate "The Facilities Woods."

**The Impact from Regulatory Reform: A New Era of Cash Management**

**Michael Morin - Fidelity Investments**

It has been over three years since the onset of the liquidity crisis, which sent shockwaves through the short-term credit markets and changed the way in which many portfolio managers invest their cash positions. These historic events brought greater focus to the importance of capital preservation and liquidity while causing cash positions to generate historically low yields. This presentation will discuss these evolving market dynamics, helping to provide corporate treasurers and cash managers with insights into what to expect from the new investment environment.

**Higher Education-Top 10 Rating Triggers: A Discussion of the Top 10 Reasons for a Rating Upgrade and Downgrade**

**Alan Norton - St. Olaf College and Edith Behr - Moody's Investor Services**

Rating actions over the past decade have been overwhelmingly stable, with an average of 7% of Moody's rated institutions experiencing a rating change in any single year. During much of the last decade, rating movement upward outpaced rating movement downward, but since 2009, that trend has reversed with downward action outpacing upward action. While economic cycles often make evident the fundamental strengths and weaknesses of colleges and universities, there are a handful of organizations that move out of pace with economic cycles where demonstrated fundamental strength or weakness can set them apart from rated peers. Moody's has identified the Top 10 reasons an organization is likely to see rating movement in a positive or negative direction.

**University Of Missouri's Advocacy-Mentoring Program:**

**Navigating the Terrain in an Austere Economic Climate \*CC**

**Jacqueline Kelly, David Sheahan - University of Missouri System**

**Robert Simmons - University of Missouri-Kansas City**

Small businesses, particularly minority and women- owned business enterprises (M/WBEs), face enormous difficulty competing for contracts in procurement and design and construction at the University of Missouri. Competition has been fomented by an abysmal economy; more specifically, scarce funding for projects, fewer projects and stringent cost cutting measures. Through its outreach efforts, the university has established an Advocacy-Mentoring Program for small M/WBE firms in design and construction, thus, effectively building on its brand, teaching. The presenters will describe the foundation of this program, the triad system, and how it has provided a potential supply of firms who can more effectively bid university contracts; opportunities for MBA students to apply academic theory to the practice; good will and support from the greater community; and alignment with the university's economic development mission.

### **Steering Board Members through the Tax Jungle!**

**Joyce Dulworth - BKD, LLP and Adam Voigts - Grand View University**

What should we do now that the new Form 990 is no longer “new”? Using actual examples, this presentation steers the board through high-level tax issues and focuses on a thoughtful analysis of institutional tax risks. Higher education tax issues are clearly a bigger concern than they have been in the past. Keeping these issues in front of the board is critical as we face legislative, IRS and media scrutiny. Overall tax awareness is critical to assessing institutional risk and helping both business officers and board members understand potential tax and compliance risks. Moving past the numbers, what is happening in the tax world? What do we see in the future, and how does it impact the institution? Discussion items will include executive compensation, unrelated business income, IRS compliance initiatives, endowments, charitable contributions, public charity status and governance policies. The goal is to raise board awareness of the ever-changing tax environment by delving into relevant topics including best practices and the impact of existing and potential legislation.

### **Rationale for Remuneration**

**Richard Smith - Sibson Consulting and Kevan Buck - University of Tulsa**

Until recently, executive compensation was the business of the board that approved it and the leaders who received it. Today, however, the demand for transparency coupled with a tough economic climate has put increased emphasis on salary and benefits of top executives. While public companies have endured greater exposure for much of this decade, the light is now shining on nonprofit organizations, too. This presentation will examine the regulatory and public scrutiny that will continue to intensify in the next decade, potentially exposing trustees, executives, and organizations to considerable liability. The presentation will also look at ways to protect your institution from liability and potential penalties. Specific practices put into place by the University of Tulsa will demonstrate how an institution can and should safeguard itself in this new environment.

### **Staying Nimble in an Ever-Changing Bond Market**

**Ann Gifford - Robert W. Baird, Mary Austin - Marquette University,  
John Mehan - Robert W. Baird**

Marquette sold fixed rate bonds in 2007; variable rate bonds in 2008, converted the variable rate bonds to a fixed rate in 2009, and then sold fixed rate refunding bonds in 2011. Market conditions varied dramatically across these 3 ½ years. Learn how and why the University chose different financing structures and strategies for each transaction.

### **GASB Update \*CC**

**Charles Tegen - Clemson University**

Higher education reporting standards are ever changing. This session will provide an overview of recent and anticipated activities of the Governmental Accounting Standards Board and factors impacting reporting requirements for public higher education. Upon completion of this session, participants will be able to identify changes that impact their institution and action that are required to be prepared to meet the requirements of these changes.

### **FASB Update**

**Tom Guinan - Notre Dame**

Tom will provide a brief update on FASB activities specifically as they may impact the higher education environment. Among the topics to be discussed:

- an update on the FASB Not-for-Profit Advisory Council agenda
- Lease and revenue recognition standards

- Not-for-profit financial reporting models
- Status of the joint FASB/IASB work and its impact on higher education

**Best Practices Award Winners \*CC**  
**To Be Announced**

**Tax Update \*CC**  
**Mary Rauschenberg - Deloitte**

The past year has been one full of changes in the tax world. Whether it is the redesigned Form 990, the College and University Compliance Check, Employment Tax Audits or Healthcare Reform, there have been many changes impacting colleges and universities. Join us for a summary of some of the most significant changes that will have an impact at your campus. Not only will we discuss the changes, but also practical approaches on how to address them.

**Information Technology**

**Cybertheft On The Rise: Is Your Institution Protected?**  
**Cynthia Pierce - Crowe Horwath LLP, Paul Pearson - Augustana College and Edwin Calvache - Crowe Horwath LLP**

Cybertheft in the form of fraudulent electronic fund transfers is on the rise as evidenced by a recent FDIC alert. Any institution who engages in wire transfers and ACH transactions through reliance on electronic controls must understand their risks, what risks their banking institution is transferring to them, and appropriate policies and internal control procedures to prevent and detect cybertheft. Depending on the nature of the unauthorized transaction, your institution could be liable to absorb losses due to cybertheft. Most importantly, what IT security policies and procedures do you have in place to effectively prevent cybertheft? When those preventative controls are ineffective, how will you detect it in a timely manner, and will your insurance cover the loss? Join this session to arm yourself with sample IT security policies and procedures to mitigate the risks of financial loss due to cybertheft. This presentation will show how EFT's are vulnerable for attack by an increasing number of criminals, go in-depth and look at an incident effecting Augustana College, and discuss the proper controls that need to be in place for preventing EFT fraud and minimizing the damage if it does occur.

**Will We Be Relevant Ten Years from Now? How to Reach Our "Digital Natives" \*CC**  
**Dr. Ravi Pendse - Wichita State University**

Are we still the gatekeepers of knowledge? Do we have the power to withhold information from the curious minds? With ubiquitous information all around us, only a few mouse clicks away, the obvious answer to these questions is "NO." The trends are all around us. According to EDUCAUSE ECAR reports, the ownership of mobile devices continues to increase at a rapid rate. Recently five billionth node (many of them mobile) connected to the internet. Half of the US teens who use social networking sites use them for school work, collaborating with others all over the world. So what are the characteristics of this young culture? What is our role as educators? Are we doing everything we can to reach these students? How best can we engage them?

## Hot Topics

### **Textbook Rental Myths & Realities: What Book Rentals Really Mean For Your Institution \*CC**

**Richard Bentley**

In the college bookstore industry, textbook rentals have been introduced as a solution to the rising costs of course materials in higher education. However, there are many misconceptions about how much renting books can actually save students. Also, how does the store, and more importantly, the institution benefit from textbook rentals? We will identify the myths and realities of textbook rentals to help your institution make an educated decision on how to handle course materials.

### **The Bare Necessities - Benchmarking and Implementing Shared Services**

**Paul Toler and Bobbi Walker - University of Missouri System**

The University of Missouri-System performed a comprehensive benchmarking study in 2010 of HR, Finance, IT and Procurement functions. The goal was to identify opportunities for adoption of shared services principles as part of these administrative functions. Shared services principles, in the context of the benchmark data, have given the University a different perspective for how to most effectively implement improvement initiatives, and to prioritize them differently, resulting in millions in annual savings once fully realized. This presentation will share what the University learned as a result of this benchmark activity, relate what the University has done in response, and provide an example of the shared services principles in action as they were applied to the electronic travel and expense initiative.

### **Higher Education-Adjusting to the New Normal: A Discussion of the Changing Face of the Higher Education Business Model**

**Stephanie Woeppel - Moody's Investor Services, Duane Stucky - Southern Illinois University, Phil Chick - University of Dayton**

The face of the higher education business model has seen material change in recent years, largely as a result of growing competition and economic downturn. Business officers are being forced to tackle new and growing pressures impacting the bottom line and management teams and boards have been forced to question the underlying assumptions in their long-range models and no longer accept the status quo as organizations adjust to "new normal" realities. This presentation will include a discussion by a Moody's analyst of these key areas of change and how they diverge from longer term trends, implications of and new risks associated with these changes, and what type of institutions are likely to be impacted most. Representatives from Southern Illinois University and the University of Dayton will comment on steps taken to address particular new challenges in an effort to mitigate growing risks.

### **Investing In a Healthy Culture: Achieving Results via a Healthy and Effective Campus**

**Chris Goldsmith - Sibson Consulting and Jody Ensman - University of Kentucky Washington**

Sibson's Healthy Campus research indicates that some institutions have health care costs that are more than double other institutions, absence and turnover that is four times, workers' compensation and disability that is more than 10 times others. This session will share the characteristics of a healthy campus that leads to the better workforce outcomes based on Sibson's Healthy Campus study. We will share a process for transforming your institution into a healthy and effective campus where the people and the institution can thrive. An institution will share a case study with its own experience and outcomes.

### **Legislative Update \*CC**

**Matt Hamill – NACUBO**

Current events from the nation's capitol of particular interest to Business Officers will be reviewed by NACUBO's Senior Vice President for Advocacy and Issue Analysis. He will review the implications of

legislation, including reauthorization of the higher education act. Relevant regulatory updates will also be a topic of discussion.

**Academic Retirement Programs-Cutting through the Regulatory Jungle**

**Susan Bolt - Kettering University, David Levine - Groom Law Group, Chartered**

The landscape for college and university retirement plans is rapidly evolving. From changes in the rules, governing their many types of plan – from 403(b), to pension, to executive benefits – the compliance landscape is far more complicated than many years ago. This presentation will provide an brief overview and a series of steps that can be taken to attempt to address the challenge created by increased regulatory requirements while attempting to manage an institution's liability and risk.

**Greener Energy: Making the Transition from Coal to Biomass**

**William Weber - Eastern Illinois University and David Evers - Honeywell International**

In June 2011, Eastern Illinois University will start using biomass to generate its steam load for the campus. In this session, discover how an energy performance contract between EIU and Honeywell allowed a \$60-million Renewable Energy Center to be built without any additional state funding.