



CACUBO

Central Association of College and University Business Officers

Collegiate Management Institute Highlights May 2004

On May 21st CACUBO President Barbara Johnson (Carlton College) and I awarded the desirable Collegiate Management Institute Professional Diploma to 55 Level II graduates. Certificates of Recognition were awarded to 87 Level I participants just moments before. Hearty welcomes with fantastic hospitality greeted the CMI community upon arrival at Miami University in Oxford, Ohio this year for the 18th annual Collegiate Management Institute, held May 16-21, 2004. Preparations for the arrival and support of CMI during the week were first class and enjoyed by all attendees. Participants represented 65 institutions and came from 16 states.

Miami University staff extended a warm welcome to the CMI in our inaugural year on their campus. CMI partic-



ipants and staff enjoyed the lovely campus setting and the gracious Miami staff. In every department, we encountered cheerful staff and students who were prepared to assist us to make our week pleasant and ensure a successful program. Special thanks go to Richard Norman, Ralph Gutowski, Larry Fink, Nancy Cornthwaite, Pam Vanness, Jim Baker and Carolyn Cifuentes for their extraordinary contributions. Jill Yates, CMI Program Coordinator, noted that the many CMI alumni at Miami University had shared their knowledge of the program so that Miami staff were thoroughly briefed in the goals of the program and expectations and needs from the campus.

In my first year as Executive Director, I have been continually awestruck by the depth of commitment to CMI demonstrated by the exceptional faculty and volunteers who serve as facilitators, advisers and professional staff. All CMI alumni, the Levels I and II Facilitators, Diane Winter (University of Michigan) and Theresa Klinkenberg (University of Kansas) and the six advisers worked tirelessly to make sure the program was successful, fresh, and continued to meet the needs of participants. The 2004 Advisers in Level I were: Pam Voitik (University of

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CACUBO Annual Meeting October 3-6, 2004 Register Now

This year's CACUBO Annual Meeting will be one to remember. The location is fantastic!!! The Annual Meeting will be held in Palm Desert, California, at the spectacular Desert Springs JW Marriott Resort and Spa. The program is outstanding—you will not be disappointed. Golf will offer numerous skill prizes and fun games and the tennis tournament will provide hours of enjoyment. Optional activities (go to our website <http://www.cacubo.org> for details and to make a reservation) are available for those that want to explore Palm Desert and the surrounding area.

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2004 Annual Meeting Palm Desert Hotel Registration

Online registration:
go to <http://www.cacubo.org>

Remember to use your
GROUP CODE to access the
CACUBO block of rooms and rates.
Group Code: **itmitma**

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President's Message



Dear Colleagues:

Greetings to all of you from sunny Minnesota. I know that most people think only of cold and ice when they hear anything about Minnesota, however, this is the time of year

when beautiful greens adorn the landscape along with the plantings of corn and asparagus just to name a few of the vegetables grown in the state. Well I do not mean to digress, but I hope that all of you are enjoying the beginnings of summer.

During the past few months, I have had the opportunity to attend some of our association's professional development programs as well as to represent CACUBO at other regional events. I continue to be impressed at the caliber of programs that are sponsored by all the regions knowing that it is volunteers and our sponsors that make it possible to provide such programs. I also called upon past president's of our region to ask them about the challenges they faced during their presidencies. I would now like to share with you what I observed and learned.

First, the May 2004 CMI program that was held for the first time at Miami University in Oxford, Ohio was quite successful. I had the privilege of speaking to the attendees at their closing ceremonies. The energy level was apparently high on the day when they were winding down and getting ready to return to their homes and campuses. I will take the liberty of attributing the energy level to the learning that took place during the week and the outstanding job done by the faculty and staff that managed the program. Of course, I cannot over look the willingness of the participants to place themselves in an intensive learning experience and to obviously have enjoyed it. A quote from their closing newsletter was, "and a good time was had by all". I think that says it all.

I then attended the Higher Education Accounting Workshop held in Chicago. The attendees were from different types of schools serving in a variety of capacities at

their institutions. This was another outstanding program. The exceptional faculty members created an environment in which you felt engaged and compelled to learn and participate. How is it possible to take subjects like fund accounting and financial statements and make it "fun"? Well, I witnessed it for myself. I know that participants went back to their campuses with a renewed appreciation for what they and other members of their financial operations contribute to their institutions.

As I previously mentioned, I also called upon some of the former presidents who have served CACUBO. I wanted to know what their challenges were in the 80's and 90's and how they managed these challenges. One of the major challenges was having the financial resources to meet the needs of their institutions. The professional development programs during their tenure focused on these matters. I know it may be hard to accept, but they believe that they had far less resources than we have today. They feel that we are better equipped to work through the financial woes of the current decade. Technology, more sophisticated staffing, less expensive debt options are just a few of the differences.

One other former president was very involved with the NACUBO college cost project. He is very pleased to see the number of schools that participated in the project. He encourages those who did not participate to do so since college cost will remain a public issue for years to come.

I know at this time of the year, we all are in the process of moving into year-end mode if you have not already begun this process. As you get into this busy season, please do not forget that our annual meeting is coming up in October. The dates for this major event are October 3-6. The meeting is being held in Palm Desert, California. You can register online by accessing our web site. I certainly hope to see all of you there.

Have a great summer and enjoy your time saying good-bye to your graduates, hello to your alumni and welcome the construction crews that will be on your campuses to complete projects that you have scheduled for the summer.

Barbara L. Johnson



CACUBO Newsletter

Submission of articles: We welcome articles from individuals that relate to higher education. Please submit articles that will be of interest to our membership. We also solicit articles from business partners in the various industries that are essential to higher education. Submit all articles in the body of an email message or as a text document (MS Word and MS Excel preferred). Submit articles to Cuba Plain, Editor at plainc@umsystem.edu

The views and opinions of authors expressed herein do not necessarily reflect the views, endorsement, or recommendation of those of the organization of CACUBO and /or its members.

The CACUBO newsletter is published quarterly by the University of Missouri System, Columbia, MO 65211 on behalf of the Central Association of College and University Business Officers unless otherwise indicated. Publications are currently scheduled to be published in January, April, June, and August.

Barbara Johnson, President
Cuba Plain, Editor

Send new addresses and/or changes of address to Editor, Cuba Plain at plainc@umsystem.edu.

WWW.CACUBO.ORG

We look forward to your comments and suggestions regarding our website. Please contact Cuba Plain, Webmaster at plainc@umsystem.edu if you have suggestions.



Cuba Plain
Newsletter Editor
plain@umsystem.edu

Thoughts From the Editor...

Summer is here. I am always excited about warm weather, long days, and lots of things that need doing, both at work and at home. As we finish up the school year and prepare to close the fiscal year it is always a time for looking back on what we accomplished and what we have yet to do.

With regard to CACUBO, we have had some great professional development experiences this spring. I hope you either took advantage of them yourself or made them available to your staff. I heard lots of positive things from the CMI participants. Thank you to Miami University of Ohio for being such a great host. The Accounting Workshop was also very well received, and the participants in our Bonds 101-Web Based seminar were very complimentary.

Looking forward, I am very excited about the CACUBO annual meeting coming up October 3-6 in Palm Desert, California. The program looks great and the venue is wonderful. Bob Fox and his Host Committee and Don Wilske and his Program Committee have been working hard to make sure you have a wonderful professional development experience. Registration opened June 10th. Register today.

Is your institution doing something really special that you want to tell others about? Is your institution a really great place and you want to brag a little? If the answer is yes, just let us know. We are currently putting together a list of institutions to highlight in our newsletter during the next year. The institution highlighted could be yours.

Thank you Mary Ann Ihler, my friend and assistant, for your support and for the many volunteer hours you spend on the CACUBO Newsletter and Website.

CACUBO Salutes Dr. Sherry Manning

Sherry Manning, Founder, Chairman, and CEO of ECCI, the Education Communications Consortia, Inc., and the ECCI-NACUBO Long Distance Consortium, has invested a lifetime of service to education. Her educational background consists of a B.A. in Mathematics from McDaniel College, M.S. in Mathematics from College of William and Mary, Ph.D. in Management Service from University of Colorado, and Lh.D. from McDaniel College. She has served as president of two colleges (Colorado Women's College and Teikyo Marycrest University), CEO and Member of the Board of the John Madden Company, multiple Board Directorships, and trustee of several. She has served on the faculties of the University of Colorado and the University of Kansas, and served as a national speaker on entrepreneurship and leadership at Columbia University, Emory University, Carlow College, the University of San Diego, and the Kenan-Flagler School of Business of the University of North Carolina at Chapel Hill. She has published hundreds of papers and two books, *Telecommunications and Higher Education: Leadership Perspectives* and *Telecommunications and Higher Education: Issues, Opportunities, and Applications*.

Dr. Manning is active in the community, serving on a number of corporate and community boards, including, most recently, the Board of Trustees of the Fountain Valley School, in Fountain, Colorado. She has received multiple awards through the years with the last award being **U.S. Small Business Administration Entrepreneur of the Year, 2000**.



Celebrating 16 Years of Service to Colleges, Universities and Independent Schools

Dr. Manning founded ECCI, the Education Communications Consortia, Inc., in Denver, Colorado, in 1988, with a mission to enhance education through better buying of telecommunications products and services. ECCI now located in Charleston, West Virginia, is a leading telecommunications management company serving

over 400 colleges and universities in 43 states, including the University of Florida, the University of Kentucky, the University of Arkansas, and West Virginia University.

Dr. Sherry Manning says that ECCI is what it is today because throughout their 16 year history, they have adhered to a few common sense principles:

Partnership. Colleges, universities, and independent schools are our partners: in fact, our best ideas come from our customers; listening to our partners is our best market research.



Sherry Manning
Founder, Chairman, and
CEO of ECCI

Follow Student Calling. ECCI's research and investments have followed a simple formula: **follow student calling.** Ten years ago, that focus directed our efforts from managing public pay-phones on campus to managing long distance and student billing in the residence halls. Today, it is coaxing us into wireless products and services.

Service. ECCI's commitment to customer service — to colleges, universities, and independent schools, and their students — is legion. Very simply, we treat our customers the way we'd like to be treated.

Choosing to do the right thing. ECCI has come a long way since 1988. In the process, we have seen many changes and challenges, especially in the telecommunications industry. We expect those will continue. But the same old fashioned principles that have brought ECCI this far, will keep us successful in the future: (1) Providing top quality service, and, (2) Practicing financial responsibility. These are unchanging.

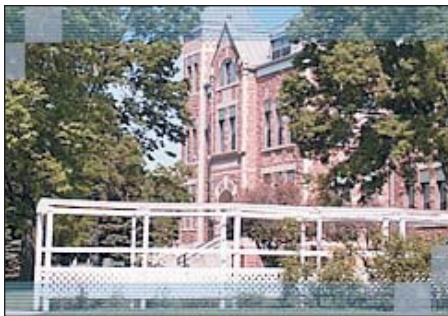
CACUBO salutes Dr. Sherry Manning and her many years of service to higher education as faculty member, administrator, and business partner. We thank her for her long and continued support of CACUBO.

Dr. Sherry Manning will again join us at our CACUBO Annual Meeting 2004 in Palm Desert and bring the ECCI MESSAGE CENTER with free long distance and message service to all attendees. Dr. Manning has attended 15 consecutive CACUBO Annual Meetings to provide the ECCI Message Center.

CACUBO Highlights



Don't let its size fool you. Dakota State University may look like a small institution from the outside, but a closer inspection reveals a campus that is recognized nationally for innovative curriculum and sought after by large multinational corporations for partnerships. Information technology is infused in all aspects of teaching and learning at Dakota State. Because of this integration between technology and curriculum, DSU's grads consistently find employment in their chosen careers. In fact, the overall placement rate for DSU graduates in 2003 was 92%, with several of the degree areas reporting 100% placement.



With just over 2,000 students, DSU uses size to its advantage, quickly adopting emerging technologies and reacting to changes in business, education and industry. That ability to adapt became apparent after 9-11 when computer security came to the forefront. Dakota State began preparing a curriculum that would

train both undergraduate and graduate level students to become leaders in the information assurance field. The university also began an accreditation process that culminated this spring when DSU was one of ten colleges in the country to be named a National Center of Academic Excellence in Information Assurance Education by the National Security Agency.



Dakota State recently installed the first iris recognition system in the state of South Dakota

as part of a biometrics initiative that is tied to the schools focus on computer security. Biometrics involves recognition of individual traits of a human being. The iris system uses a computer to capture a video image of the colored portion of a person's eye. Since no two patterns are identical, this becomes a unique identifier to that person. DSU is using the iris recognition system to limit access to the specially equipped hacker's lab in the Technology Classroom Building. This lab is used to teach

students how hackers gain access to computer networks, and how to build security systems to keep those same hackers out.

As freshmen arrive on campus in fall 2004 they will be a part of another new and innovative program at Dakota State. DSU is the first university in the state and one of the few in the county to implement a wireless mobile computing initiative using the Gateway M275 Notebook. The M275 is a full-size performance notebook that converts into a tablet with a large rotating screen. Students will be leasing the tablets from the university but because this is a required addition to the DSU learning environment, it is eligible to be included in the financial aid package. The fee of \$275 per semester will cover the computer and all software, service and support, accidental insurance and more. The amount the student will pay over a 4-year period will be less than what they would pay to get this device and the software if they were to purchase it privately. All freshman and sophomore level students will be required to have the tablets, with upperclassmen and graduate students eligible to opt in to the lease program. All DSU faculty will also have tablet pcs.



*DSU Fast Facts:
Recognized by US News and World Report as one of the top four public comprehensive colleges in the country.*

Named one of the #10 most wired schools in the country by Yahoo Internet Life Magazine.

Dakota State is located in Madison, SD, 40 miles from Sioux Falls. DSU is the largest employer in Madison, and several of the faculty and staff serve on community boards including the Chamber of Commerce and the local school board.



Dakota State is a wireless computing environment, meaning that internet access is available everyone on campus. This allows students using the tablets to log in outdoors, in the dining area or in the recreation areas and check email, chat with friends, and download assignments. Instructors using the tablets in class can project lecture materials onto large screens, using the writing function to make notions on the information in full view of the students. There is also a function that allows the instructor to navigate between his work and students for projection purposes.

Dakota State extended the innovation paradigm beyond the classroom when it became the first university in the state and only the second in the country after Texas A&M to create a Community Emergency Response Team (CERT). CERT is a Federal Emergency Management Agency program that prepares citizens to respond in an emergency, be it a natural disaster or terrorist attack. Building managers from across the DSU campus completed the training which involved disaster preparedness, fire suppression, medical operations and light search and rescue.

Established in 1881 as the first teacher training institute in Dakota Territory, all teacher education graduates also earn a K-12 Educational Technology endorsement due to the computer preparation that is infused throughout the curriculum at DSU.

With a focus on recruitment and retention, DSU offers a guaranteed scholarship of \$1,000 to students achieving a 24 or above on the ACT. This scholarship is renewable for 4 years, providing the student maintains a 3.0 grade point. DSU's recognition by the NSA provides additional scholarship opportunities for students through the federal government and gives the university the ability to apply for federal and state research grants as well.



With a size comparable to a private college, Dakota State provides the value of a public education under the tutelage of faculty, administration and staff that continue to think big with innovation, advancement, and access to technology.

*Submitted by Jona Schmidt
jona.schmidt@dsu.edu*



Current Issues Workshop April 14 – 28, 2004

This year's workshop was entitled "Bonds 101 – Web Based." Seminar instructors were Keith Morgan, managing director in the investment banking group at Piper Jaffray, and Jerry Rupley, principal with the law firm of Miller, Canfield, Paddock and Stone. At Piper Jaffray, Keith manages education finance for colleges and universities across the country. Jerry's practice areas include municipal finance, including college and university finance, underwriters' counseling, and tax and securities law aspects of municipal finance.

The workshop covered the basics of debt financing using bonds. The program covered general concepts, how a bond issue is structured, what must be pledged to secure the bonds, how and when a new bond issue can be used to refinance outstanding bonds, and the participants of a bond issuance and required documentation. The workshop was delivered over the World Wide Web using WebCT. The web-based program included the availability of discussion sessions for the participants and three chat sessions during which the workshop leaders were available to answer questions.

Northern Michigan University (NMU) hosted the workshop and Kathy Saville, Instructional Technologist at NMU, assisted the workshop leaders in preparing their materials for presentation using WebCT.

A fifty dollar registration fee made the course very affordable. Fifty-three individuals registered for the workshop. Participants were offered the opportunity to receive .5 Continuing Education Units (CEU) for successful completion of the course. Course evaluations were very favorable. Comments revealed that both the course content and the mode of presentation was beneficial to participants.

At the end of the workshop each registrant was sent a compact disk that included the following: the presentation, instructor biographies, review questions, chat logs, and registrants' name, title, and institution.



*Submitted by Rob
Hilgenbrink, VP
Administrative Services,
Southwestern Illinois
College*

CACUBO Annual Meeting

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General session speakers will cover a wide array of topics, ideas, and philosophies and are sure to keep you engaged, entertained, and speculating on the future.

Jennifer James (futurist) is a specialist in areas of cultural change, diversity and marketing intelligence. Jennifer is an urban cultural anthropologist who followed her interests in international business and community service.

James Carville the country's best known and most colorful political consultant currently works as an international political and corporate consultant. His long list of electoral successes evidences a knack for steering overlooked campaigns to unexpected landslide victories and for re-making political underdogs into upset winners.

Tucker Carlson, the freshest face in conservative punditry, is considered one of the best political analysts in broadcast journalism today. Carlson offers audiences a spirited, candid and incisive look into today's political events, from the White House to the Middle East.

The Honorable William S. Cohen U.S. Secretary of Defense under the

Carter Administration is the chairman and CEO of The Cohen Group. William assists multinational clients from all sectors of the economy to develop and implement strategic plans, identify and pursue business opportunities, identify and manage risks, and overcome problems in quickly changing markets around the world.

Tom Champoux is nationally recognized as a dynamic speaker and energizing trainer and challenges long-held myths about leadership and followership. He believes that those who do not balance the relationship between people skills and technical skills will have difficulty succeeding in today's fast paced marketplace.

Concurrent sessions, described below, will delve into various topics to keep you apprised of what is happening and make sure you are informed about new trends in the industry.

"The Information Organization" Weldon Ihrig—**"Web Payments"** Bob Gentile and Rick Bohaty—**"Applied Ethics for Business & Higher Education"** Morris Beverage—**"Will that be Check? Cash? ePayment? Current**

and Future Trends in Payments and Electronic Initiatives" Brett Bailey—**"Financial One Stop: Users Complete Financial Tasks from One Web Site"** Pat Spellacy and Mike Volna—**"Deferred Maintenance: How to Attack & Solve Your Deferred Maintenance Dilemma: A Case Study"** Randy Ledbetter and Donald Aungst—**"Working Effectively with the President"** Jay Morley—**"Research Compliance Update"** Kate Phillips—**"Balanced Leadership: The Role of Emotional Intelligence"** Morris Beverage—**"Perspectives on University Management in the Sarbanes-Oxley Era"** Susan Fitzgerald, Kathleen McNeely, and Jamie Wilhelm. On Sunday there will be caucus sessions for Two Year Colleges, Four Year Public Colleges and Universities, Four Year Private Colleges and Universities, and Doctoral and Research Universities.

Mark your calendar for October 3-6, 2004. Register for the meeting via our website and plan to attend an outstanding professional development event.

IACUBO Annual Meeting Friday, September 24, 2004

Would you work for you? The Indiana Association of College and University Business Officers (IACUBO) is pleased to announce that Patti Holmes, a nationally recognized speaker and organizational consultant, will be the featured speaker at its annual meeting. Patti's workshop will challenge us as managers and leaders to consider the competencies needed to influence others and build loyalty among our staff. This thought-provoking workshop will challenge participants to a new level of effective behaviors. This meeting is open to all college and university employees. The meeting will be held in Indianapolis, Indiana, on Friday, September 24, 2004. Registration information will be provided in July. For more information, contact Theresa Ashman of Purdue University at tashman@purdue.edu.



Make plans now to attend the annual NACUBO meeting in Milwaukee, Wisconsin, July 17-20, 2004. To view their program, register for the conference, and inspect all that is available during the conference, go to <http://www.nacubo.org> or call 426-636-1634. CACUBO is proud to have the following members volunteering their skills, talents, and time to make this national conference a memorable experience for you. Debbie Durcan is serving as Program Committee Chair for the 2004 NACUBO Annual Meeting. Bill Berry, Johnny Pickett, and Steve Rugg are also serving on the 2004 Program Committee at NACUBO. When you see Bill, Debbie, Johnny, and Steve at NACUBO, thank them for their continued active service in numerous roles and responsibilities in CACUBO and their volunteer service to NACUBO in 2004.

Debbie Durcan, Vice President for Finance, University of Wisconsin System, Madison, WI. **Bill Berry**, Vice President for Administrative Services, St. Charles Community College, Saint Peters, MO. **Johnny Pickett**, Associate Vice President of Business & Finance, Controller, Iowa State University, Ames, IA. **Steve Rugg**, Vice President of Administration, Controller, University of Illinois, Urbana, IL

INFORMATION *Palm Desert 2004 Annual Meeting*

How to Register

The Annual Meeting Registration Form is available on-line at: <http://www.cacubo.org>

Registration Fees

	Member	Members* Spouse/Guest**	All Others
Early (on or before 8/16/04)	\$375	\$175	\$625
Regular (after 8/16/04)	\$450	\$175	\$700
On Site	\$450	\$175	\$700

*Includes Members of NACUBO, CACUBO, WACUBO, EACUBO and SACUBO

**Guest/Spouse registration includes admission to the Exhibit Hall as well as the Sunday opening reception and Dessert Under the Stars, Monday's Continental Breakfast and Tuesday Evening's Hospitality Suites and ANNUAL MEETING GALA.

Hotel Information

JW Marriott Desert Springs
Resort & Spa
74855 Country Club Drive
Palm Desert, California
92260-1999

Telephone: (760) 341-2211 or
Fax: (760) 341-1730

Web Page: www.desertspringsresort.com



The single/double discounted rate of \$187 per night is guaranteed from Sept. 30 through Oct. 9, 2004. For reservations, link to the Marriott website at www.cacubo.org. Go to "On Line Reservations" select "Institutional Member Hotel Reservations" and enter the desired reservation dates, then enter in the "Group Code" ITMITMA.

From there, follow the instructions on the screen. There is no charge for parking at the JW Marriott Desert Springs Resort. Valet parking is available.

Airline Information



CACUBO 2004 Annual Meeting is pleased to announce that it has been able to secure a special discount agreement with United Airlines. Several pricing options are available to serve your needs. You may choose a 5 percent discount off any United domestic published airfare or a 10 percent discount off the unrestricted fully refundable coach fare.

Receive an additional 5 percent discount on tickets purchased at least 30 days in advance of the travel. Or, you may choose Area Pricing, a fixed airfare rate to your meeting based on geographical location. Area pricing must be purchased at least seven days in advance. These discounts apply on United Airlines and United Express. Call 1-800-521-4041 to obtain the best fares and schedule information. Make sure you refer to ID Number 522 AU. Dedicated reservation agents are on duty seven days a week from 8 a.m. to 10 p.m. EST.



Ground Transportation

Transportation from Palm Springs and Ontario Airports. At Your Service (company name)

Phone: 760-343-0666 or 888-700-7888

Terms: Reservation only – three-day advance notice

Cancellation: 24 hours advance notice

Payment Method: Secure with Credit Card

Rates from Palm Springs Airport Rates from Ontario Airport

- 1 person: \$25 one way	- 1 person: \$58 one way
- Couple or group of 2: \$20 each one way	- Couple or group of 2: \$81 one way
- Group of three or more: \$15 each one way	- Group of three or more: \$81 plus \$25 for each person beyond 2

Car Rental Information

Rates available from Sept. 26, 2004, to Oct. 13, 2004. To access the Avis page specifically designed for CACUBO meeting attendees, go to: <http://www.avis.com/AvisWeb/html/meetings/go.html?2090>
Avis Discount Number: J790266



Car Class	Car Group	Daily	Weekly	Weekend
Sub Compact	A	38.99	144.99	24.99
Compact	B	44.99	159.99	27.99
Intermediate	C	47.99	185.99	28.99
Full Size 2 Door	D	51.99	199.99	30.99
Full Size 4 Door	E	53.99	208.99	31.99
Premium	G	57.99	219.99	34.99
Mini Van	V	63.99	304.99	59.99
Convertible	K	63.99	304.99	59.99
Sport Utility	W	63.99	304.99	59.99
Luxury	H	69.99	309.99	65.99

Continued on next page

The above rates are guaranteed. Return to any Los Angeles, Orange County, San Diego, Ontario, Long Beach location at no additional charge. All rates include unlimited free mileage. Weekend daily rates are available from noon Thursday - Monday at 11:59 P.M. (vehicle must be checked out by 3:00 PM Sunday). Should a lower qualifying rate become available at the time of booking, Avis is pleased to offer a 5 percent discount off the lower qualifying rate or the meeting rate, whichever is lowest. The attendee must use the assigned Meeting Avis Discount Number and meet Avis rate requirements to receive the discount. (Rate discounts are available at all corporate and participating licensee locations.) Rates do not include any state or local surcharges, tax, optional coverage's or gas refueling charges. Renter must meet Avis' age, driver, and credit requirements. Reservations can be made by calling 1-800-331-1600 or online at www.avis.com.

Continuing Professional Education

CACUBO is pleased to sponsor continuing education for the higher education community. Participants in the CACUBO Annual Meeting who apply for CPE credits will receive a certificate of completion by mail after the conclusion of the meeting. Those who wish to apply for CPE credits with their professional organizations are advised that the maximum number of CPEs for which one can apply is based on: (1) one CPE for each 50 minutes of scheduled programming and (2) a participant attending all scheduled programming. A total of 13 CPE credits are available in this program. CPE application forms will be available at the registration desk.

Questions

Contact Bob Fox, Committee Chair, at bfox@richnet.net or 419-756-9986.



SCHEDULE *Palm Desert 2004 Annual*



Sunday, October 3, 2004

1:00 - 1:15 p.m.	Presidential Welcome	Barbara Johnson
1:15 - 2:30 p.m.	The Human Faces of Technological Change	Jennifer James
2:30 - 3:30 p.m.	Break	sponsored by Fifth Securities, Inc.
3:30 - 5:00 p.m.	Concurrent Sessions	
	Caucus - Two-Year Colleges	Tom Ryan
	Caucus - Four-Year Public Colleges and Universities	John Patterson
	Caucus - Four-Year Private Colleges and Universities	Wayne Warnecke
	Caucus - Doctoral & Research Universities	Johnny Pickett
5:00 - 6:00 p.m.	CMI Reception	
6:30 - 8:30 p.m.	Opening Reception	
8:30 - 10:00 p.m.	Dessert Under the Stars	sponsored by Foll Education Group

Monday, October 4, 2004

7:30 - 8:30 a.m.	Breakfast	sponsored by Ban
8:30 - 9:45 a.m.	CACUBO's Crossfire	Joint Presentation Carville & Tucker
9:45 - 11:00 a.m.	Break	sponsored by Cha Educational Dini
11:00 - 12:15 p.m.	Concurrent Sessions	
	GASB/FASB Update	Jerry Farley
	The Information Organization	Weldon Ihrig
	Web Payments: Great Idea, But How Do You Do This With Budget Cuts and Sand in Your Shoes?	Bob Gentile & Ri
	Research Compliance Update	Kate Phillips
	Applied Ethics for Business and Higher Education	Morris Beverage
12:15 p.m.	Lunch - on your own	
12:30 p.m.	Golf Tournament/Tennis Tournament (box lunches provided)	
12:30 p.m.	Optional Tours	



Jennifer James



James Carville



Tucker Carlson



William S. Cohen



Tom Champoux

Tuesday, October 5, 2004

7:30 - 8:30 a.m.	Breakfast and CACUBO Business Meeting	Sponsored by Johnson Controls and FACTS Tuition Management
7:45 - 8:30 a.m.	NACUBO Update	Jay Morley
8:45 - 10 a.m.	Concurrent Sessions	
	Tax Update	Mary Rauschenberg
	Balanced Leadership: The Role of Emotional Intelligence	Morris Beverage
	Will that be Check? Cash? ePayment? Current and Future Trends in Payments and Electronic Initiatives	Brett Bailey
	Financial One Stop: Users Complete Financial Tasks from One Web Site, University of Minnesota	Pat Spellacy & Mike Volna
	Higher Education Financial Markets	Speaker TBA
10:00 - 11:00 a.m.	Break	
11:00 - 12:15 p.m.	Concurrent Sessions	
	Current Legal Issues in Higher Education	Beverly Ledbetter
	Financial One Stop: Users Complete Financial Tasks from One Web Site, University of Minnesota	Pat Spellacy & Mike Volna (repeat session)
	Perspectives on University Management in the Sarbanes-Oxley Era	Susan Fitzgerald, Kathleen McNeely & Jamie Wilhelm
	Deferred Maintenance: How to Attack & Solve Your Deferred Maintenance Dilemma- A Case Study	Randy Ledbetter & Donald Aungst
	Building Strong Relationships: Working Effectively with the Executive Team	Jay Morley
12:30 - 1:30 p.m.	Lunch	
1:30 - 2:45 p.m.	Countering Terrorism: A Voice of Experience	William S. Cohen
2:45 - 6:00 p.m.	Optional Events	
5:30 - 7:00 p.m.	Hospitality Suites	
7:00 - 10:00 p.m.	Annual Meeting Gala	Sponsored by Arthur J. Gallagher & Co.

Wednesday, October 6, 2004

8:00 - 8:45 a.m.	Breakfast	
8:45 - 10:15 p.m.	Changing Leadership in Changing Times - Moving Forward Together	Tom Champoux
10:15 a.m.	Grand Prize Drawing	

RECREATION *Palm Desert 2004 Annual Meeting*

Golf Tournament

Desert Springs Marriott Resort and Spa, Valley Course
Oct. 4, 2004 – 12:30 p.m.
Shot Gun Start
Sponsored by ARAMARK



Challenge your golf game on the beautiful Ted Robinson designed Palm Course that surrounds the Resort having dramatic views of the nearby Coachella Valley mountains. Soft spikes are required. Join with your business officer colleagues, your guests and our vendors and sponsors for an exciting round of golf played in the scramble format. Register for the Golf Event on CACUBO's on-line registration form at www.cacubo.org. Also name your preference for playing partners on this form. Fee includes riding cart, range balls, tournament coordination, and a complimentary package of goodies. A box lunch is included. A roving cash beverage/refreshment cart is available on the course. The event will finish at 6 p.m. Calloway rental clubs are available for \$55 per set per round, while club storage at \$4 per day is available for those bringing their own clubs. For planning purposes, please indicate on the registration form if rental clubs will be needed. Payment for club rental or storage will be made directly to the Valley Course at the event. Numerous skill prizes and fun games are planned. Have a great time!

Tennis Tournament

Desert Springs Marriott Resort and Spa, Lawn Tennis Club
Oct. 4, 2004
1 p.m. Round Robin Format



A tennis players' dream come true at the world class JW Marriott Lawn and Tennis Club. The club is rated among Tennis Magazine's greatest tennis resorts. This three-surface, doubles social event gives players of all skill levels an opportunity to play grass, clay and hard courts in a fun, round robin format. All surface shoes are required. Fee includes court time, professional direction and coordination, tennis balls, shot making tips, ice water and a complimentary bag of goodies. A box lunch is provided. Register for the Tennis Tournament on the conference registration form. Rental racquets are available at \$5 per person and payment will be made directly to the Tennis Club at the event. Additional beverages will be charged on a consumption basis. The event will conclude at 4 p.m. Spectators are invited. See the on-line registration at www.cacubo.org to register for these events.

Questions about the Golf Event or Tennis Tournament? Contact Don Arnold at 440-933-5931 or at arnold.don@comcast.net

Optional Activities

A number of special optional activities are available for those attending the CACUBO annual meeting. The following special private link has been created for the CACUBO group: <http://www.CACUBO2004activities.com> or follow the Palm Desert Optional Tours link from the CACUBO website for additional information. Early registration is strongly advised. For reservations, call toll free 1-877-656-2453 and ask for the group discount CACUBO.

Hot Air Balloon Adventure

\$165 per person Departs daily any a.m. or p.m. - approx. 2.5 hour trip. Float high above the desert on one of our balloons. Float over country clubs and golf courses with a view that takes you out to Mexico! Includes champagne and photo.

Jeep Tour Adventures on the San Andreas Fault

\$89 per person 3-hour trip - morning and afternoon tours available every day 8 to 11 a.m. or 2 to 5 p.m.

Let us take you on an off-road adventure! This tour will take you to the famous San Andreas Fault where you will see a recreated Indian Village and Mining Camp. Knowledgeable and entertaining guides make this a highlight of any trip to Palm Springs. Due to high demand for jeep tours, please reserve at least 3 weeks in advance to guarantee your seats.

Joshua Tree National Park Scenic Tour

\$49 or \$39 early registration before Sept 24. A special event for your members only available Monday, Oct. 4, from 1 to 5 p.m. or, join the public tour - Tuesday from 8:55 a.m. to 1:30 p.m.

This is a ranger-guided trip to Joshua Tree National Park. No trip to Palm Springs is complete without a trip to the National Park. It lies within the largest



protected wilderness in the United States (outside Alaska). This trip will feature an hour off the bus in the most scenic locations in the park for photographs and optional walks. Join our ranger guide for a walk to the Indian Petroglyphs. This is a short walk to an area that features amazing rock formations in the heart of one of the most popular rock climbing destinations in the world. Other things to be seen on this tour includes:

- The rock gardens of the San Andreas Fault.
- The windmills (we produce much of our power from the wind!)
- Mojave and Colorado desert.
- Historical Indian sites.
- Price includes Park entry, souvenir map, snack and refreshment

Celebrity Tour of Palm Springs with Private Viewing of Elvis Estate, Indian Canyons and Date Shake

\$59 per person Wednesday – 8 a.m. to 12 noon. Early Registration (before Sept 10th) \$49 per person.

If tour is not Sold Out, reserve after Sept 10th for \$59 per person See all the famous sights in this city. See the homes and architecture that made Palm Springs famous. We tour you through the movie colony where you see the home of Elvis Presley, Marilyn Monroe, Liberace, Elizabeth Taylor, Jay Leno, just to name a few. We then include a tour into the Indian Canyons. We spend time here to touch a live earthquake fault where the largest palm oasis in the world is located. We include a refreshing date shake at a live date orchard.

Tram Ride

\$69 per person or \$59 per person early registration (before Sept 24). A special event for your members only – Tuesday, Oct. 5 from 2 - 6 p.m. includes reserved private Tram Car. Departs from Marriott Convention Center Lobby

Take a ride up the famous Palm Springs Aerial Tramway. A special tram car will be reserved for this event for members. Ride up the largest rotating Tram in the world to 8,514 feet. Another world awaits you at the top. You have 2 hours at the top for photos and an optional guided walk in the pine covered forests to spectacular views. Tour includes a reserved Tram Car ticket, luxury transportation, expert guide.

To Make A Reservation

Call the Palm Spring Fun Trips reservation line toll free at 1-877-656-2453. Refer to code CACUBO when making a reservation. Further opportunities will exist to register at a registration desk inside the Marriott Desert Springs in Palm Desert. However, seats are limited and tours generally sell out days before. Also some tours are discounted for early bird registration. Please have a Visa or MasterCard ready when calling. You will be given a confirmation number you can refer to when you check in for the tour.

Cancellation Policy:

Any changes can be made to your reservation. However, no cancellations are permitted within 24 hours of the tour date.

CACUBO '2004 SPONSOR HONOR ROLE

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Debt vs. Liquidity:

How an optimal capital structure can help educational institutions survive for perpetuity

By Malcolm G. Nimick, CFA

College and university business officers face a challenge of helping board members, as well as non-finance staff, understand the intricacies of the institution's financial issues. Understanding the optimal capital structure can have a significant impact on the ability of the institution to survive for perpetuity.

Capital structure refers to the permanent, long-term financing of the institution and includes long-term debt and net assets or net worth (equity), as well as fund balances. An optimal capital structure for a *nonprofit* organization balances a *mix of debt and liquidity* to minimize the risk of financial failure. For perspective, most *for-profit* companies focus on minimizing the total cost of capital or maximizing the market value of equity.

Institutions typically have several decision points for creating change in their capital structure. These points include capital campaigns – typically a significant increase in liquid fund balance – and the decision to issue debt. This article focuses on how to maintain a good balance of both in order to maximize the long-term adequacy of financial resources.

An institution's financial resources are its current cash investments, its additions to unrestricted net assets, gifts and access to debt markets. This market access is determined by an organization's credit strength.

Credit strength is measured by credit ratings. These alphabetical ratings range from investment grade (high) to speculative grade (low) and are issued by third-party rating agencies such as Moody's or

Standard & Poor's. An organization's risk of failure increases dramatically as credit quality changes from investment to speculative grade. Conversely, the *higher* an institution's credit quality, the greater its access to the debt markets.

Financial ratios, including capital and liquidity ratios, are an important component of credit quality. Capital ratios include available funds to total debt. Liq-

key liquidity and capital ratios, and work to improve whichever is lower.

The chart below shows liquidity ratios and capital structure ratios, as well as operating margin and debt service coverage. This is a sample chart for colleges based on the most recent Fitch median ratios.

In the example, the ratio of available funds to unrestricted expenses is in the speculative ring, while the other ratios are in the investment-grade rings. This indicates the institution shown here needs to add to available funds through positive operating profits, gifts or a reduction in its reliance on cash and investments to fund long-term capital expenses.

Determining the optimal capital structure can have a significant impact on the ability of an organization to survive for perpetuity. Lancaster Pollard Investment Advisory Group is ready to assist your organization in determining its optimal capital

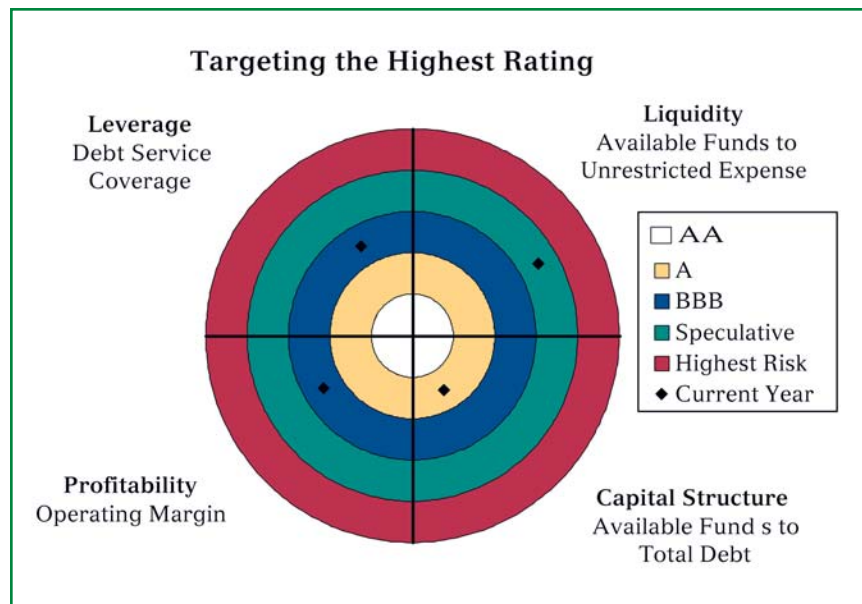
structure. Call (614) 224-8800 or visit www.chiefinvestmentofficer.com to find out more.

About the Author



Malcolm G. Nimick, CFA, is the chief investment officer of Lancaster Pollard Investment Advisory Group, a registered investment advisor providing board-level

fiduciary and investment consulting services to nonprofit organizations. He has more than 15 years of experience in portfolio and operations management, asset allocation and investment policy review.



uidity ratios include available funds to unrestricted expense.

Tanya K. Hahn, senior vice president of Lancaster Pollard and former vice president of finance for Franklin University in Columbus, Ohio, explains how these ratios can be used to improve an organization's credit strength.

"The way to optimize the capital structure is to maximize the relative credit characteristics of the organization to achieve the highest possible credit quality," Hahn said. "The optimal capital structure varies from organization to organization, but one rule of thumb is consistent – optimal value avoids both debt and equity extremes and is biased toward more liquidity."

Therefore, educational institutions should calculate the implied ratings of

Collegiate Management Institute Highlights

Continued from page 1

Illinois at Urbana-Champaign), Mike Abbott (Michigan Technological University) and Michele Stone (University of New Hampshire). Level II Advisers were: Ken Brooks (University of Missouri-Columbia); Cathy McDonald (North Dakota University System); and Dennis Shaw (University of Wisconsin-Stout).

The professional volunteer staff are also busy throughout the year attending to the myriad details and tasks and extensive communication required to produce the CMI. Jill Yates (Southern Illinois University-Edwardsville) is CMI Program Coordinator. Even having had her third child just a month before CMI did not prevent Jill from accomplishing the many duties and performing in her usual outstanding capable manner.

Doug Shields (Purdue University) is CMI videographer, photographer and contributor to the daily newsletter on site. He seems to be in all places at once, capturing CMI highlights and daily activities. And he kindly refrains from publishing photos that depict us in less-than-flattering moments! Throughout the year, Doug serves as web guru, maintaining and updating the site. Emma Christensen (Southern Illinois University-Edwardsville) stepped up to assume marketing duties when Steve Atkinson (University of Wisconsin-Milwaukee) decided to step down this year after completing three years as Marketing Coordinator. We will miss Steve who served the CMI well, maintaining frequent communication with CMI alumni, writing the onsite CMI newsletter, developing brochures and fliers, writing articles and sending email reminders throughout the year. We are grateful to Emma, who was a great reporter, researcher, editor and designer of the 2004 daily CMI newsletter. Emma and Doug also helped with registration, answering participants' questions and staffing the CMI office.

Many thanks also go to the CMI Committee, chaired by Mark Lee (USDSU Sioux Falls). In addition to his oversight duties, Mark's support and knowledge of the CMI and helpful recommendations facilitated the many tran-

sitions this year, as CMI changed its leadership, location and date. We were also treated to his talents as a gifted songwriter and singer during Thursday's talent show!

Our adventure began with CMI staff arriving May 12th and preparing for the arrival of participants on Sunday, May 16th. Staff and Level I participants were assigned rooms in Flower Hall and Level II participants stayed at Hahne Hall on the Miami University campus. Meals provided by Miami University were over the top! The décor and elegant setting formed a beautiful backdrop for the opening dinner.

After a cordial welcome from Richard Norman, Miami University Vice President for Financial and Business Services and Treasurer, John Hansen presented an overview of the CMI—the goals, expectations and challenges for participants. Dr. James Buffer, Executive Director Emeritus and founder of the CMI program delivered this year's upbeat keynote address. Jim returned to greet and encourage participants and received a standing ovation for his motivational presentation. Everyone was thrilled to see Jim again and check in with him to see how he was enjoying his retirement. As Jim spoke, we could see that he loved being asked to return as our keynote speaker. Leadership by example is when one has served others with all their heart, soul, and being, as Jim has done.

CMI is fortunate to retain many excellent faculty. Returning faculty members this year included John Hansen (University of Florida) who also serves as staff development and curriculum coordinator; Kathy Behrens (University of Redlands); David Maddox (Maddox Management Consulting); Patrick Donadio (Business Coach and Professional Speaker); Gene Poor (Bowling Green State University); Wayland Winstead (University of Idaho); David Heth (Southern Illinois University Edwardsville); Barbie Tootle (Left Field Consulting); Morris Beverage (Lakeland Community College); and Robert Ray Meadows (Virginia Polytechnic Institute and State University).

Several new faculty members joined the CMI family in 2004. In Level I, John Kroll (University of Chicago) presented two accounting sessions, Analyzing Financial Statements and Evaluating Financial Statements, including an emphasis on ratio analysis. These sessions provided the background necessary to complete the case study assignment. John's lively sessions proved that accounting can be fun!

Janina Latack (Career Consulting and Effectiveness Coach) presented a dynamic session in which participants gained a deeper understanding of the Myers-Briggs Type Indicator (MBTI®).

Level II had a new facilitator, Cleland C. (Chip) Henderson (The Henderson Company), who facilitated and also presented sessions on Team Development in Level I with the popular interactive Leadout exercise. Chip taught Team Building and Personal Leadership and Managing Change and Back Home Applications.

Patrick Donadio presented a new topic, Coaching for Superior Performance, which had been suggested by Level II advisers and participants last year.

The week is centered around activity based learning driven by integrated case study. Students engage in creative problem solving as they examine real life situations experienced on campuses today and apply them to the case study project. Participants were organized into 12 Level I teams of 6-8 members each, and 9 Level II teams of 6-7 team members each. Each Level I team is required to problem solve the case study and produce a written report and team members present their solution within their cluster.

On Thursday the team competitions begin. Each cluster selects its best presentation to be presented on Friday. The final competition determines the best team overall. The team winning the Level I competition is awarded a scholarship toward the CMI registration fee for a return to Level II.

Continued on page 15

The Great California Gold Rush



Since the days of the California Gold Rush in 1849, prospectors, treasure hunters and vacationers have flocked to California to hunt for gold. Over 340 gold mines and prospecting sites existed in this area of Southern California during the mining days.

This year CACUBO will conduct its own Great California Gold Rush. Every attendee will be provided with a simulated gold piece. Match the numbers on the back of your gold piece with the numbers displayed at every CACUBO exhibit booth. Carry the matching exhibitor sign with your matching gold piece to the CACUBO '2005 exhibit booth at the rear of the exhibit hall and draw for one of the many valuable prizes, including genuine \$20 Solid Gold Pieces! If you don't find a match on Sunday, try again on Monday morning as all the exhibitors will display new and different numbers. Lots of chances to win!

Look for your simulated gold piece in your registration bag. See the complete list of prizes displayed at the CACUBO '2005 exhibit booth.

Sorry, The Board of Directors, '2004 Host and Program Committee, Exhibitors, Sponsors, Spouses/Guests are ineligible to win.



**LAPTOP
COMPUTERS**



**GOLF
CLUBS**



**GIFT
CERTIFICATES**



**\$20 SOLID
GOLD PIECES**

And many, many more prizes!

CMI Highlights

Continued from page 13



CMI Level 1 Winning Team A4 May 2004

And the winner is.....TEAM A4! Congratulations on a great job to: Terri Chang, University of Wisconsin Colleges; James Kilfoil, University of Missouri-Columbia; Lawrence McWilliams, Kent State University; Susan Melson Huffman, Purdue University; Lisa Moeller, University of Wisconsin-Parkside; Brenda Schumacher, Metropolitan Community College; and Heather Wenzel, University of Michigan.

On Thursday afternoon and evening, Miami University provided perfect weather for an outdoor picnic dinner followed by the CMI talent show. Participants and cicadas enjoyed the open-air beauty and display of many fine talents.

Planning for CMI 2005 is underway. Watch the newsletter for details on the new CMI dimension—a program for CMI alumni—and plan to join us next year from May 15-20 at Miami University for the 19th annual Collegiate Management Institute. We look forward to your participation!

*Article submitted by Monica Boulay,
Executive Director and Emma Christensen,
Marketing Coordinator.*

Professional Development Dates to Remember

July 17-20, 2004

NACUBO Annual Meeting
Milwaukee, WI

September 24, 2004

IACUBO Annual Meeting
Indianapolis, IN

October 3-6, 2004

CACUBO Annual Meeting
Palm Desert, CA

February 2005

St. Louis Professional
Development Workshop
St. Louis, MO

April 2005

Current Issues Workshop
Web-Based

May 15-20, 2005

Collegiate Management
Institute (CMI)
Miami University Oxford,
Ohio

May 2005

Higher Education
Accounting Workshop
Chicago, IL

July 9-12, 2005

NACUBO Annual Meeting
Baltimore, Maryland

October 16-19, 2005

CACUBO Annual Meeting
Milwaukee, WI

October 15-17, 2006

CACUBO Annual Meeting
Denver, CO

October 7-10, 2007

CACUBO Annual Meeting
Chicago, IL
Palmer House

October 12-15, 2008

CACUBO Annual Meeting
Ft. Lauderdale, FL

For additional information on professional development opportunities check out our website at www.cacubo.org or check out the ACUBO Program Calendar at <http://www.acubo.org/programs>



DEADLINE for the NEXT ISSUE of

CACUBO

is July 15, 2004.

May 2004 Collegiate Management Institute



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