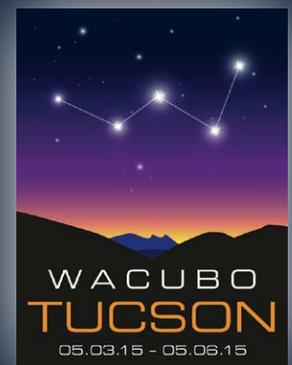


05.03.15 - 05.06.15

Explore. Discover. Transform.



WELCOME TO WACUBO

President's Message

2015 Tucson



It is my great pleasure to invite you to join us for an outstanding annual conference when WACUBO convenes this May at the Starr Pass Resort in Tucson, AZ. Volunteers from across the region have been working for over a year to make this event informative, relevant, and one to remember.

Our theme is “Explore. Discover. Transform.” Because we are each deeply familiar with the issues and pressures facing all of higher education today, Program Chair Jean Vock, Assistant Dean of Finance and Administration at The University of Arizona Eller College of Management and her Program Committee have set out to do more than restate the known problems. Instead of presenting a litany of challenges, WACUBO has planned a curriculum that will provide participants with effective solutions you can use to help lead your campuses through turbulent times.

And what better way to launch such an ambitious program than with Jim Collins as

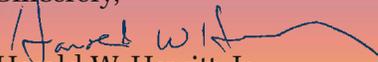
our opening keynote speaker? Dr. Collins will apply to our industry the concepts addressed in his 2011 book *Great by Choice: Uncertainty, Chaos, and Luck—Why Some Thrive Despite Them All*, which presents his research on the question: Why do some leaders excel in times of uncertainty and chaos?

We anticipate high demand for this annual conference so we bought out the gorgeous Starr Pass Resort. If you have never visited Tucson, or even if you have, you will love the Starr Pass. Host Chair Mark McGurk, Vice president for Business Affairs at The University of Texas of the Permian Basin and his Host Committee are planning some incredible events that will facilitate one of the most important aspects of the conference—networking. Gather with old friends and meet new colleagues as we work together to make a better future for higher education in the West.

Our business partners will play a strong role in this conference. At the Business Partner Showcase, you’ll find experts from finance to IT and everything in between. Thanks to the leadership of our business partners, WACUBO is able to invest in terrific programming and to provide a new showcase environment led by IEP Chair Dean Calvo, Vice President for Finance and Administration/Treasurer at Claremont Graduate University and his business partner committee.

On behalf of WACUBO’s Board of Directors and all of the many volunteers who designed and will support this Annual Conference, thank you for your interest, and welcome to Tucson 2015!

Sincerely,


Harold W. Hewitt, Jr.

EXPLORE. DISCOVER. TRANSFORM.

Program Chair's Message

2015 Tucson



On behalf of the WACUBO 2015 Program Committee, I am pleased to invite you to participate in the annual conference this May at the JW Marriott Starr Pass in beautiful Tucson, Arizona! We

expect to attract the highest participation of college and university business officers in WACUBO history at this conference due to the outstanding program.

The theme for this year's conference is "Explore. Discover. Transform." and the program is focused around the critical and compelling challenges facing higher education. Federal and state governments and the media are raising concerns around tuition pricing, cost containment, student debt burdens, and measures of effectiveness. Now more than ever, our institutional business leaders must be responsive and proactive.

The goal of the conference is to raise awareness of these challenges among chief business officers, and prepare them to take action with innovative solutions.

To accomplish this goal, we have lined up an outstanding slate of keynote speakers.

Jim Collins, our opening keynote speaker, will explore what distinguishes great leaders during times of rapid and chaotic change in our industry. Based on research from his most recent book, *Great By Choice*, and his more recent research projects, Collins will present an interactive session on how to lead when times are challenging.

Rebecca Ryan, author of *Regeneration: A Manifesto for America's Next Leaders*, is a futurist and economist and the Resident Futurist at the Alliance for Innovation and a Senior Fellow at CEOs for Cities, and will be our keynote speaker on Tuesday morning.

Ted Mitchell, Under Secretary for the US Department of Education, and **John Walda**, NACUBO President, will discuss the key issues facing higher education as defined by President Obama and the Department of Education.

Stephen M.R. Covey will be Wednesday's keynote speaker. His book, *The Speed of Trust*, is a groundbreaking and paradigm-shifting book that demonstrates that trust is not merely a soft, social virtue, but a hard-edged economic driver. He advocates that the ability to establish, grow, extend, and restore trust with all stakeholders is the critical leadership competency of the new global economy.

In addition to our stellar keynote speakers, we have lined up an outstanding program of general and concurrent sessions. We look forward to seeing you there!

A handwritten signature in blue ink that reads "J Vock".

Jean M. Vock
Second Vice President

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EARN CPE Credits

WACUBO's professional development offerings are consistently recognized for delivering high quality and relevant programs. Over forty hours of CPE content will be provided during this year's pre-conference session and annual conference.

Individuals can earn up to 20 CPE credits based on the sessions attended Sunday, May 3 through Wednesday, May 6.

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KEYNOTE SPEAKER I: JIM COLLINS

Jim is an avid rock climber, with one-day ascents of the north face of Half Dome and the 3,000 foot south face of El Capitan in Yosemite Valley.



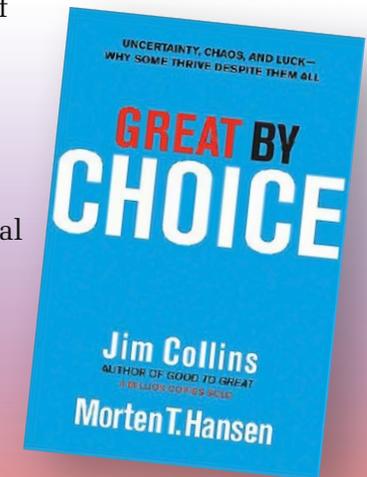
Photo by Justin Stephens

Jim Collins is a student and teacher of leadership and what makes great companies tick. Having invested a quarter century of research into the topic, he has authored or co-authored six books that have sold in total more than ten million copies worldwide. They include: *Good To Great*, the #1 bestseller, which examines why some companies and leaders make the leap to superior results, along with its companion work *Good To Great And The Social Sectors*; the enduring classic *Built To Last*, which explores how some leaders build companies that remain visionary for generations; *How The Mighty Fall*, which delves into how once-great companies can self-destruct; and most recently, *Great By Choice*, which is about thriving in chaos — why some do, and others don't — and the leadership behaviors needed

in a world beset by turbulence, disruption, uncertainty, and dramatic change.

Driven by a relentless curiosity, Jim began his research and teaching career on the faculty at Stanford Graduate School of Business, where he received the Distinguished Teaching Award in 1992. In 1995, he founded a management laboratory in Boulder, Colorado, where he conducts research and engages in Socratic dialogue with CEOs and senior leadership teams. In addition to his work in the business sector, Jim has passion for learning and teaching in the social sectors, including education, healthcare, government, faith-based organizations, social ventures, and cause-driven non-profits. In 2012 and 2013, he had the honor to serve a two-year appointment as the Class of 1951 Chair for the Study of Leadership at the United States Military Academy at West Point.

Jim holds a bachelor's degree in mathematical sciences and an MBA from Stanford University, and honorary doctoral degrees from the University of Colorado and the Peter F. Drucker Graduate School of Management at Claremont Graduate University.



"Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline."

KEYNOTE SPEAKER II: REBECCA RYAN



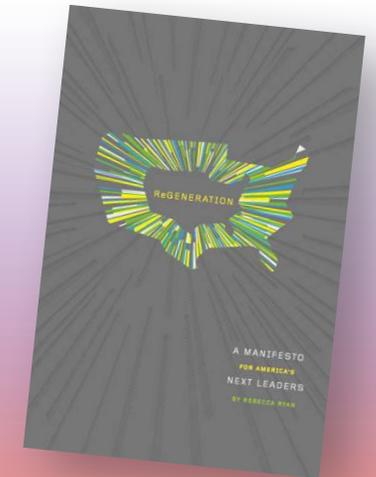
Rebecca Ryan is part futurist, part economist, and one of America's most influential thought leaders. She is the author of *ReGENERATION: A Manifesto for America's Future Leaders* (2013) and *Live First, Work Second: Getting Inside*

the Head of the Next Generation (2007). As founder and co-owner of Next Generation Consulting, Ryan leads the team that best-selling author Richard Florida calls, "One of the most reliable sources for leaders who want to attract and retain the next generation of creative workers."

"The future doesn't just happen to us. We also happen to the future."

Ryan is the Resident Futurist at the Alliance for Innovation and a Senior Fellow at CEOs for Cities. She serves on the board of the World Academy for Entrepreneurship & Enterprise (WAE2) and has also been named:

- Entrepreneur of the Year, U.S. Association for Small Business and Entrepreneurship
- Woman of Influence, Business Journal of Greater Milwaukee
- Communicator of the Year, Women in Communication
- Most Powerful Women in Public Accounting, CPA Practice Advisor



KEYNOTE SPEAKERS III: TED MITCHELL AND JOHN WALDA

Ted Mitchell
Under Secretary
of Education



Ted Mitchell is the under secretary of education since his confirmation by the U.S. Senate on May 8, 2014, following his nomination by President Barack Obama on Oct. 31, 2013. Mitchell reports to Secretary of Education Arne Duncan

and oversees policies, programs, and activities related to postsecondary education, adult, career and technical education, federal student aid, five White House Initiatives—Asian Americans and Pacific Islanders, Educational Excellence for Hispanics, Educational Excellence for African Americans, Historically Black Colleges and Universities, and American Indian and Alaska Native Education—and the Center for Faith-Based and Neighborhood Partnerships.

To spur education, economic growth, and social prosperity, Mitchell is charged with planning and policy responsibilities to implement President Obama’s goal for the U.S. to have “the best educated, most competitive workforce in the world” as measured by the proportion of college graduates by the year 2020. Mitchell and his team are keenly focused on implementing President Obama’s American Graduation Initiative to improve college access, affordability, quality, and completion.

Mitchell is the former CEO of the NewSchools Venture Fund and served as the president of the California State Board of Education. Through his long career in higher education, Mitchell has served as the president of Occidental College, vice chancellor and dean of the School of Education and Information Studies at the University of California, Los Angeles, and professor and chair of the Department of Education at Dartmouth College.

Mitchell received his bachelor’s and master’s degrees, and Ph.D. from Stanford University. He lives in Washington, D.C. with his wife, Christine, and their two children.

KEYNOTE SPEAKERS III: TED MITCHELL AND JOHN WALDA

John Walda
NACUBO President



John D. Walda is the President and CEO of the National Association of College and University Business Officers (NACUBO) in Washington, D.C., where he has served since 2006. He served as president of the Indiana University Board of Trustees, as chair of the Indiana Lottery Commission, as a director and chair of the Association of Governing Boards, and as chair of the Board of Clarian Health Partners (now Indiana University Health). He is a

member and past-chair of the Steering Committee for the Washington Higher Education Secretariat, a past Director for the American Council on Education, a director of the Indiana University Foundation and he is a trustee for Carroll College and Stetson University. Before coming to NACUBO, Walda was a partner in the law firm Bose McKinney & Evans in Indianapolis and was Senior Vice President — Federal Relations for Bose Treacy Associates LLC. Walda has been a member of the American, Montana and Indiana State Bar Associations; American Inns of Court (Master of the Bench); American College of Trial Lawyers (Fellow); NCAA Presidential Task Force on the Future of Division I Intercollegiate Athletics; AAU Council on Federal Relations; and NASULGC Council on Government Relations. He is on the Board of Directors for the Yellowstone Park Foundation. Walda received both his BA (1972) and JD (1975) from Indiana University.

KEYNOTE SPEAKER IV: STEPHEN M.R. COVEY



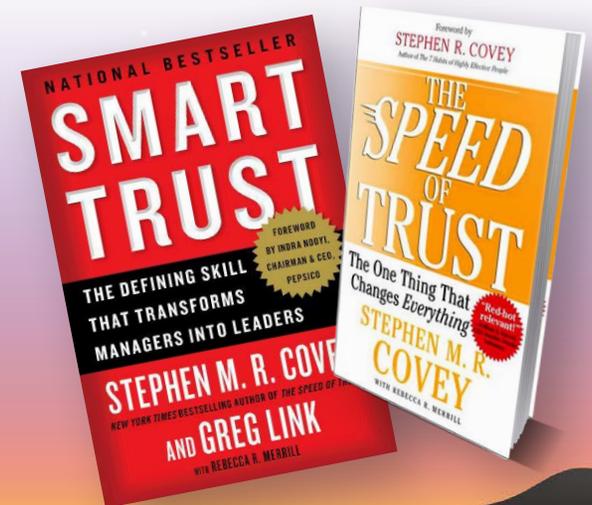
Stephen M.R. Covey is a *New York Times* and #1 *Wall Street Journal* bestselling author of *The SPEED of Trust—The One Thing That Changes Everything*. He is the former CEO of Covey Leadership Center,

which, under his stewardship, became the largest leadership development company in the world. Stephen personally led the strategy that propelled his father's book, Dr. Stephen R. Covey's *The 7 Habits of Highly Effective People*, to become one of the two most influential business books of the 20th Century, according to CEO Magazine.

As President and CEO of Covey Leadership Center, Stephen nearly doubled revenues while increasing profits by 12 times. During that period, the company expanded throughout the world into over 40 countries, greatly increasing the value of the brand and enterprise. The company was valued at \$2.4 million when Stephen was named CEO, and, within three years, he had grown shareholder value to \$160 million in a merger he orchestrated with Franklin Quest to form Franklin-Covey.

Stephen co-founded CoveyLink, a consulting practice, which focuses on enabling leaders and organizations to increase and leverage trust to achieve superior performance. He recently merged CoveyLink with FranklinCovey, forming the Global Speed of Trust Practice, where Stephen serves as Global Practice Leader.

“As trust goes up, speed goes up and cost goes down; as trust goes down, speed goes down and cost goes up.”



GENERAL SESSION SPEAKERS



John Wilton, UC Berkeley

John Wilton is UC Berkeley's vice chancellor for administration and finance. In this position, Wilton is responsible for managing: the university's annual operating budget of more than \$2 billion; the continuing design

and implementation of Operational Excellence; the stabilization of the campus budget; and the establishment of a sustainable financial model for Berkeley's future. The divisions he oversees comprise more than 3,000 employees and campus operations that include: financial and human resources; auxiliary and business services; real estate; information technology; intercollegiate athletics; sustainability and energy; health; and public safety.

Prior to joining Berkeley in February 2011, Wilton served as the managing director and the director of international research for Farallon Capital Management LLC, a global, multi-strategy, U.S.-based investment management firm. He was also an advisor on developments in the global economy to Hellman and Friedman LLC, a private investment company. Prior to his employment at Farallon, he worked for the World Bank for 24 years. At the bank, he served in positions including, chief financial officer, vice president for strategy, finance and risk management, and senior economist.

Vice Chancellor Wilton received his bachelor's and master's degrees in economics from Sussex University. He left his Ph.D. program at Cambridge University in 1982 to join the World Bank's Young Professionals Program, and remained with the international financial institution until 2006.



Brad Wheeler, PhD, Vice President for Information Technology & CIO, Indiana University

Dr. Brad Wheeler leads university-wide IT services for IU's eight campuses. He has co-founded and led open source software and service collaborations such as

the Sakai Project, Kualii, and the HathiTrust. He also developed IU's eTexts initiative and implemented a cutting-edge delivery model to tackle the high costs of textbooks for students. Most recently, he co-founded Unizin, a consortium of universities seeking to exert greater control and influence over the digital learning landscape.

A member of various boards and organizations, including the IU Research and Technology Corporation and IU Health Bloomington Hospital, Wheeler focuses on leadership, economic development, and collaboration at scale to improve the economics of higher education. He is a professor of information systems in IU's Kelley School of Business, and has taught executive programs for corporate and MBA audiences on six continents.



Matthew W. Hamill

Matthew W. Hamill joined the staff of the National Association of College and University Business Officers (NACUBO) in December 2003, where as Senior Vice President he oversees the association's policy, research, government and public relations activities.

Before joining NACUBO, Hamill served as a Senior Associate at The Institute for Higher Education Policy. At the Institute, Hamill consulted with numerous higher education institutions and other nonprofit organizations, focusing on tax policy issues.

Prior to joining the Institute, Hamill served as Vice President for Public Policy for INDEPENDENT SECTOR, an association that broadly represents the nonprofit sector. From 1991 to 1997, Hamill served as Vice President for Administration for the National Association of Independent Colleges and Universities.

Hamill was the legislative director for Representative Robert T. Matsui of California and district representative for Representative Matthew F. McHugh of New York.

Hamill received his bachelor's degree from Amherst College.

GENERAL SESSION SPEAKERS



Jane V. Wellman, Independent Policy Analyst and Founding Director, Delta Cost Project

Jane Wellman is an independent policy analyst specializing in public policy and postsecondary education in the United States. She is an expert in state and federal policy

for higher education, with particular expertise in public budgeting, cost analysis and cost management, institutional governance and change management. Wellman has held numerous leadership positions in higher education in the nonprofit and government sphere, including the Executive Director of the National Association of System Heads, the Founding Director of the Delta Cost Project, Vice President for Government Relations for the National Association of Independent Colleges and Universities, Deputy Director for the California Postsecondary Education Commission, and Staff Director of the California Assembly Ways and Means Committee. She consults with the Association of Governing Boards, the National Association of System Heads and the National Association of State Budget Officers; is a public member of the Senior Commission for the Western Association of Schools and Colleges regional accrediting commission; an Affiliate with the Wisconsin Center for the Advancement of Postsecondary Education (WISCAPE), and teaches a class on costs and cost management in the University of Pennsylvania Executive Doctoral program. Her work on increasing transparency for college and university costs won her the Education Writers' Association best essay award in 2011, and Money Magazine's "money hero" honor in 2012. She received her BA and MA degrees from the University of California at Berkeley.



Jerry B. Farley

Jerry Farley has been President of Washburn University since 1997. Prior to coming to Washburn, he served as the Vice President of Community Relations and Economic Development and Vice President for Administration at the University

of Oklahoma where he was the Chief Financial Officer. He was also the Chief Financial Officer at the University of Oklahoma's Health Sciences Center and at Oklahoma State University at Stillwater. A certified public accountant, Farley holds a BBA, MBA and Ph.D. He served as the Chair of NACUBO and SACUBO. Farley frequently speaks nationally on topics such as leadership, accounting, budgeting and humor. He serves on several not-for-profit and for-profit boards of directors. He is a Rotary Paul Harris Fellow and was inducted into the Topeka Business Hall of Fame and the Oklahoma Higher Education Hall of Fame.

SPECIAL CONFERENCE EVENTS

Pre-Conference Workshop

Sunday, May 3, 2015, 9:30 a.m. – 1 p.m.

Golf Tournament

Sunday, May 3, 2015, 6:30 a.m. – 1:30 p.m.

Opening Reception and Dinner

Sunday Evening, May 3, 2015, 6:30 p.m. – 9 p.m.

WACUBO After Dark

Sunday Night, May 3, 2015, 9:30 p.m. to 11:00 p.m.

Member Appreciation Luncheon

Tuesday Noon, May 5, 2015, Noon – 1:45 p.m.

Annual Reception, Banquet and Dance

Tuesday Evening, May 5, 2015, 6:30 p.m. – 10:30 p.m.



JOIN US FOR OUR PRE-CONFERENCE WORKSHOP (OPTIONAL)

Presented by George Myers from the Effectiveness Institute

SUNDAY, MAY 3, 9:30 A.M. - 1 P.M.

CPE CREDITS 3.5

GETTING THE MOST OUT OF YOUR TEAMS

Individuals working together, getting a job done and sharing overhead, we call a workgroup. Individuals coming together to share their knowledge talent and skills toward a common purpose, and play by agreed upon rules, we call a team. Join George as he leads us in an engaging demonstration of the components of teamwork.

Learning Objectives:

- Identify the six characteristics of high performance teams
- Determine the steps for applying the characteristics to your teams
- Discover how behavior patterns impact team performance and ways to address this variable

HOW TO MANAGE DIFFICULT PEOPLE AND SITUATIONS

Have you wondered why communication with others feels like too much work? No matter what you try, your message doesn't get through. Join George as he helps us enhance our relationships with others by increasing our understanding of behavior in the workplace.

Learning Objectives:

- Identify how behavior patterns can create perceptions of "difficult" people
- Discover key skills that reduce tension by increasing understanding
- Practice using and applying the skills

**ONLY
\$50** (Pre-registration required)

SESSION TRACK LEGEND

Educational sessions are organized into tracks to help attendees navigate the complete schedule.



Cultivating Leadership

Leadership is about inspiring others to action. Build skills that will help you understand and effectively deal with the key challenges facing leaders in higher education today and into the next decade. Learn how to foster an environment that promotes high performance on a personal, professional, and organizational level.



Doing the Numbers

Accounting, tax administration, and compliance are at the heart of many business office operations. Learn about current issues and best practices from colleagues and national practitioners. Gain perspective on the impact of potential reforms on your institution.



Fostering Organizational Effectiveness

Pursuing the goals of a strategic plan by creating and implementing new business practices presents challenges for administrators. Discover how campus leaders redesigned business centers, fostered collaboration, altered organizational structures, and overcame resistance to institutional change, lower costs, cultivate efficiency, and achieve transformative objectives.



Mitigating Risk

Higher education institutions face a myriad of risks that require awareness, evaluation, attention and the allocation of resources. Learn about current issues in risk management and strategies and best practices from colleagues and national practitioners.



Planning and Budgeting

Ensuring your institution's viability is essential. Transform your institution by incorporating integrated planning, financial modeling, performance measurement, and other innovative strategies. Discover approaches to planning capital projects and assessing key institutional components, such as investments, faculty productivity, facility use, and effective partnerships.



Running the Campus

Challenging times focus attention on innovation and increased efficiencies in all aspects of campus management. Learn how your peers are striving for excellence by optimizing capital assets, building human resources, managing risk, and anticipating new roles for auxiliaries.



Specialized Knowledge and Applications

These sessions focus on development of knowledge and skills in a specific subject area.

CONFERENCE SCHEDULE



FRIDAY, MAY 1

9:00 a.m. – 3:00 p.m. **WACUBO Board Meeting**

SATURDAY, MAY 2

10:00 a.m. – 5:00 p.m. **Registration**

10:00 a.m. – 5:00 p.m. **Cyber Café**
Sponsored by: Tuition Management Systems

12:00 p.m. – 4:00 p.m. **WACUBO 2015-16 Volunteer Lunch and Orientation**

SUNDAY, MAY 3

6:15 a.m. – 1:30 p.m. **Golf Tournament at Starr Pass Tucson**
Sponsored by: Johnson Controls, Inc.

8:00 a.m. – 5:00 p.m. **Registration**

8:00 a.m. – 5:00 p.m. **Cyber Café**
Sponsored by: Tuition Management Systems

9:30 a.m. – 1:00 p.m. **Pre-Conference Workshop**

Please join us for our optional pre-conference workshop on Sunday from 9:30 a.m. to 1 p.m. The workshop will be presented by George Myers from the Effectiveness Institute. Pre-registration is required for a nominal fee of \$50.

Session 1, “Getting the Most Out of Your Teams” will focus on the theory that individuals working together, getting a job done and sharing overhead, are called a workgroup. Individuals coming together to share their knowledge, talent, and skills toward a common purpose, and play by agreed upon rules, are called a team. Join George as he leads us in an engaging demonstration of the components of teamwork.

Learning Objectives:

- Identify the six characteristics of high-performance teams
- Determine the steps for applying the characteristics to your teams
- Discover how behavior patterns impact team performance and ways to address this variable



3:00 p.m. – 4:15 p.m.



Session 2, “How To Manage Difficult People and Situations” will ponder the question “Have you wondered why communication with others feels like too much work?” No matter what you try, your message doesn’t get through. Join George as he helps us enhance our relationships with others by increasing our understanding of behavior in the workplace.

Learning Objectives:

- Identify how behavior patterns can create perceptions of “difficult” people
- Discover key skills that reduce tension by increasing understanding
- Practice using and applying the skills

Field of study: Business Management & Organization

CPE Credits 3.5

CONCURRENT SESSION 1

Welcome to WACUBO

SPEAKER

Harold Hewitt, Executive Vice President and Chief Operating Officer and WACUBO President

Michael Unebasami, Associate Vice President of Administrative Affairs, University of Hawaii Community Colleges

Patricia T Putnam, Associate Vice President (Retired), University of San Diego

This session is designed for everyone who wants to learn more about the WACUBO organization, its professional development programs, and volunteer opportunities. Learn how you can maximize professional development, networking and connections while at the WACUBO conference. Information is also provided about NACUBO and the other regional associations, and how the organizations interact.

Participants who are new to WACUBO are strongly encouraged to attend this session, as well as others who would like to learn more about the organization.

Learning Objectives:

- Understand the purpose and structure of the Western Association of College and University Business Officers
- Learn about programs and volunteer roles that provide personal and professional development, networking, and leadership opportunities
- Learn how to achieve the most benefit from your conference experience

Field of study: Personal Development

CPE credits: 1.5

EXPLORE TUCSON



Saguaro Pictures/Wikipedia CC by 3.0

Saguaro National Park

Tucson is home to the nation's largest cacti. The giant saguaro is the universal symbol of the American west. These majestic plants, found only in a small portion of the United States, are protected by Saguaro National Park, which was created from two separate areas and founded in 1994, to the east and west of the modern city of Tucson. Spanning 91,327 acres in two districts, here you have a chance to see these enormous cacti, silhouetted by the beauty of a magnificent desert landscape.



CONCURRENT SESSION 2

GASB Update

SPEAKER

Kenneth J. Wilson, Assistant to the CFO at Northern Illinois University

Jeff Bridgens, Senior Manager, Moss Adams

Designed for business officers at public institutions, this session will bring you up to date on new guidance from GASB, including the new pension standards, which fundamentally change how state and local government employers account for the cost of pension benefits in their financial statements. The new changes are complex and could be easily and seriously misunderstood.

Learning Objectives:

- Learn about recent and upcoming changes to GASB standards and guidance for public institutions
- Understand how financial officers at other institutions are preparing to respond to the new guidance
- Identify steps your institutions should be taking now to prepare for implementation

Field of study: Accounting (Governmental)

CPE credits: 1.5

CONCURRENT SESSION 3—TALES FROM THE FRONT

Discover and Engage Talent: The UC Davis Administrative Officers for the Future

SPEAKER

Carina Celesia Moore, Director, Talent Management Center of Expertise

UC Davis created the Administrative Officers for the Future Program for 30 emerging leaders from a pool of high potential staff to address the imminent loss of talent and knowledge as the workforce demographics and competition for talent collide. By implementing best practices in talent management, UC Davis transformed risk into successful succession planning and increased employee engagement.

Learning Objectives:

- Hear about the business case for the seven-month UC Davis talent development program, "Administrative Officers for the Future"
- Discuss with others the state of talent management at their institutions and the greatest risks to the retention on talent
- Explore best practices for developing and implementing a talent development program for emerging leaders





3:00 p.m. – 4:15 p.m.



- Review a custom competency model developed for administrative officer positions
- Discover how talent can be cultivated from within an institution through best practice programming including assessment, competency-based curricula, team-based projects, career development
- Learn about how to transform risk into successful succession planning and increased employee engagement
- Review methodologies and tools that can be adapted at your institution to discover, engage and cultivate a pipeline of emerging leaders
- Discover evaluation methodologies and metrics tracked for measuring success.

Field of study: Administrative Practice

CPE credits: 1.5

CONCURRENT SESSION 4

Sponsored by: Human Capital

The Secret Sauce in Leading a Successful Search

SPEAKER

Diane Fennig, PhD, Senior Consultant, Human Capital Group

Leadership changes are coming! As a profession, we have been discussing the wave of retirements and our planning for the future of Business Officers and their teams across Higher Education. In this interactive Sunday session, Diane Fennig, Search Consultant and former colleague from the University System of Georgia, will unfold the parts and process of a successful recruitment and selection effort. This workshop will provide participants with tools and strategies of how to step-up their recruiting game for their campus, craft their story, and select the best talent for their campus leadership roles. The best secrets for success will be openly shared and discussed. Everyone is guaranteed to take-away at least one new technique for their talent searches.

Learning Objectives:

- Define the parts and process of the recruitment and selection process.
- Demonstrate best practice examples within talent acquisition applicable for your campus.
- Create a game plan for updating your process for best successes of attracting the next leadership for your group.

Field of study: Personnel/HR

CPE Credits: 1.5



3:00 p.m. – 4:15 p.m.



CONCURRENT SESSION 5

Sponsored by: TIAA-CREF

The Next Generation of Retirement Plan Metrics

SPEAKER

Timothy J. Pitney, Director, Institutional Investment Strategist, TIAA-CREF

Learn about the next generation of success standards, based on outcomes for your participants. The traditional 401(k) model has not worked in terms of securing income that participants cannot outlive. One factor has been the way we have been measuring a plan's success. Previously, the primary metrics were participation rates, savings rates, and the number of 4- and 5-star funds on the menu. Going forward, the focus will shift to outcomes: Do participants have adequate benefits to carry them through retirement? The status quo will not do, particularly as millions of Baby Boomers head into retirement and life expectancies continue to rise. Savings rates are still key, but as a plan fiduciary, you will need to know the new metrics that will focus more on income, including: Ratio Replacement calculations; Lifetime Income usage rates, and Lifetime Income payments.

Learning Objectives:

- Understand how metrics are changing in regard to how the success of a retirement plan is measured
- Understand what tools you can put in place to apply new metrics and ultimately enhance participants' retirement outcome
- Learn how to achieve a higher Fiduciary Standard

Field of study: Administrative Practice

CPE Credits: 1.5

4:30 p.m. – 6:00 p.m.

Exhibit Hall Opening and "Kickoff Social"

Sponsored by: Sibson Consulting

6:00 p.m.

Transportation Begins to the Opening Reception and Dinner at Pima Air & Space Museum

6:30 p.m. – 9:30 p.m.

Opening Reception and Dinner at Pima Air & Space Museum

Sponsored by: Follett Higher Education Group

We have planned a truly amazing and unique opening night experience for the 2015 Annual Conference. The Pima Air & Space Museum is the world's largest, privately-funded nongovernmental, aerospace museum. Encompassing 80 acres with over 300 planes and spacecraft on display both outside on the grounds and in five large hangars, you can see aircraft from the Guinness World Record-holding smallest bi-plane in the world, to the enormous supersonic SR-71 spyplane. Our private, WACUBO members-only adventure at the museum will take place indoors across three of the museum's hangars which house historic civil and military aircraft. As

EXPLORE TUCSON



Stephen Lea 2003/Wikipedia CC by 3.0

Arizona-Sonora Desert Museum

Founded in 1952, the Arizona-Sonora Desert Museum is widely recognized throughout the world as a model institution for innovative presentation and interpretation of native plants and animals featured together in ecological exhibits. The Museum is regularly listed as one of the top ten zoological parks in the world because of its unique approach in interpreting the complete natural history of a single region. The collections consist of 2,744 animals, 72,000 plants, and 14,482 rock and mineral specimens including 2,068 fossils, all presented in this extraordinary setting on 21 acres with two miles of walking paths.

9:30 p.m. – 11:00 p.m.

you make your way through the hangars, grab a spirit, enjoy hors d'oeuvres, and talk with dedicated and friendly docents, many of whom are retired pilots and crew of the aircraft you will be seeing. They will make “history take flight” with personal anecdotes, terrific tales, and scientific wonders. Your final destination is the Main Hangar where you’ll be greeted by over 50 aircraft and spacecraft as well as live music from the WWII era. Help yourself to a drink at one of the “nose art” bars, indulge in a sumptuous dinner by choosing from a large selection of small bites presented by the Flight Grill catering staff, or simply enjoy a chat with old and new friends alike. We look forward to hosting you for a wonderful night in an extraordinary setting.

WACUBO After Dark

Sponsored by: Arthur J. Gallagher & Co.

A new event to keep the fun going! After the Pima Air & Space Museum join colleagues for a networking opportunity designed especially for WACUBO’s early career members at “WACUBO After Dark.” This relaxed setting is perfect for up-and-coming professionals to make early career connections with other future leaders from around our region. Light bites and refreshments will be served with music provided by a crowd-pleasing DJ.

MONDAY, MAY 4

7:00 a.m. – 4:30 p.m.

Registration

7:00 a.m. – 4:30 p.m.

Cyber Café

Sponsored by: Tuition Management Systems

7:30 a.m. – 8:15 a.m.

Continental Breakfast in the Exhibit Hall

Sponsored by: Atkinson, Andelson, Loya, Ruud & Romo

8:15 a.m. – 8:45 a.m.

Welcome Address

University of Arizona President Ann Weaver Hart will provide the welcome address to the WACUBO 2015 opening session.

8:45 a.m. – 11:00 a.m.



KEYNOTE SESSION I – JIM COLLINS

Great by Choice: Perspectives and Strategies for Higher Education Business Officers

Jim Collins is a student and teacher of leadership and what makes great organizations tick. Having invested a quarter century of research into this topic, he has authored or co-authored six books, including *Good to Great*, *Built to Last*, *How the Mighty Fall*, and most recently, *Great by Choice*.

During this interactive session, Collins will explore how business officers can use his research findings to move their institutions from good to great, and what distinguishes great leaders during times of rapid and chaotic change such as that facing higher education.



11:10 a.m. – Noon



Learning Objectives:

- Understand key concepts from Collins's research on leadership and organizational effectiveness
- Understand the difference between good and great
- Learn strategies for leadership that can move your organization from good to great, and to make the choices required to achieve greatness

Field of study: Business Management & Organization

CPE credits: 2.5

CONCURRENT SESSION 6

Sponsored by: Bank of America Merrill Lynch

Pension Reform in Higher Education

SPEAKER

James A. Hyatt, Senior Research Associate and Principal Investigator at the Center for Studies in Higher Education, University of California, Berkeley

MODERATOR

Kevin Crain, Managing Director and Institutional Retirement Senior Relationship Executive for Bank of America Merrill Lynch

As a result of severe economic conditions, a number of colleges and universities and state and local governments have significantly altered the manner in which their employee retirement programs are structured and funded in recent years. Changes have included moving from defined benefit to defined contribution programs and increasing employee or employer contributions. Benefits have been reduced or retiree contributions to these programs have been increased. In some states and institutions employee retirement programs have been chronically underfunded and this underfunding has resulted in significant future financial liabilities.

Learning Outcomes:

- Understand how higher education pension programs are funded and the types of programs and benefits offered
- Learn why institutions are moving from defined benefit to defined contribution programs
- Understand the significant future financial liabilities that exist with pension programs at many institutions

Field of study: Accounting (Governmental)

CPE credits: 1.0

EXPLORE TUCSON



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Kitt Peak National Observatory

Part of the National Optical Astronomy Observatory, Kitt Peak National Observatory (KPNO) supports the most diverse collection of astronomical observatories on Earth for nighttime optical and infrared astronomy and daytime study of the Sun. Sharing the mountaintop site with the National Solar Observatory, KPNO operates three major nighttime telescopes and hosts the facilities of consortia which operate 22 optical telescopes and two radio telescopes. (See the Tenant Observatories list.) Kitt Peak is located 56 miles southwest of Tucson, AZ, in the Schuk Toak District on the Tohono O'odham Nation and has a Visitor Center open daily to the public.



CONCURRENT SESSION 7

Beyond Mentorship & Sponsorship: Creating a Brain Trust

SPEAKERS

Allison Vaillancourt, PhD, Vice President, Institutional Effectiveness & Human Resources, University of Arizona

Diane Fennig, PhD, Senior Consultant, Human Capital Group

We can all benefit from a dedicated brain trust to offer us advice, help us wrestle with ethical dilemmas, interpret events, share perspectives on our current challenges, critique our decisions, and position us to move forward with greater confidence. In this session, we will identify potential members for your personal board of advisors and discuss how to make the most of these relationships.

Learning Objectives:

- Differentiate between operational, developmental and strategic networks
- Identify the types of expertise you need in your own brain trust
- Formulate a plan for cultivating a high-impact board of advisors

Field of study: Personal Development

CPE credits: 1.0

CONCURRENT SESSION 8

Title IX and the Clery Act: What Business Officers Need to Know

SPEAKERS

Lisa Allred, Partner, Atkinson, Andelson, Loya, Ruud & Romo, Professional Law Corporation

Steve McLoughlin, Attorney, Atkinson, Andelson, Loya, Ruud & Romo, Professional Law Corporation

Higher education is facing increased scrutiny over compliance with the regulations that address campus crime and sexual violence. These regulations include the Clery Act which obligates schools to disclose information about crime on and around their campus, design and implement an awareness and prevention program, and issue timely warnings when there is a current or ongoing threat to campus safety. Further, Title IX, among other things, requires schools to protect its students from, and address occurrences of, sexual harassment and sexual violence. These regulations are highly technical and have undergone many recent changes. Thus, many institutions are struggling with interpreting these regulations and developing a plan to demonstrate compliance. In this session, Lisa Allred and Steve McLoughlin will review the requirements institutions must meet, the risks and potential consequences of noncompliance, and best practices for meeting the requirements.

Learning Objectives:

- Understand the depth and complexity of the Clery Act and its compliance and reporting requirements
- Understand how Title IX applies to sexual crimes and compliance requirements
- Understand the risks of noncompliance





- Learn best practices being implemented at other institutions to meet the requirements of the Clery Act, Title IX, and the recent changes to these regulations

Field of study: Administrative Practice

CPE credits: 1.0

CONCURRENT SESSION 9—TALES FROM THE FRONT

Procurement Strategies

SPEAKERS

Nichol Luoma, Director of Procurement and Chief Procurement Officer, Arizona State University

Sandy Hicks, Assistant Vice President and Chief Procurement Officer, University of Colorado

During the past few years, higher education procurement has undergone a radical transformation. From its origins as a short-term series of tactical operations, procurement has evolved into a future-shaping system for achieving long-term success. In this regard, the field is a model for numerous other higher education processes and procedures key to college and university business officers.

This presentation will describe the procurement transition for two major higher education institutions—Arizona State University and University of Colorado System—as they moved from tactical (operational) units to recreate themselves as strategic (forward-facing) drivers of university accessibility and benefit.

Learning Objectives:

- Evaluate the need for investment in the procurement function at their respective institutions
- Describe the required skillsets for people in procurement, specific to the Higher Ed culture
- Construct and utilize the basic tools and technology essential to institutional “best practices” experts
- Synthesize knowledge of strategic sourcing and supplier relationship management...and translate their expertise into improved value for the institution
- Assess their home institution’s procurement function and compare its methodology to two large, research driven institutions at different stages in the procurement evolution

Field of study: Administrative Practice

CPE credits: 1.0

CONCURRENT SESSION 10

Managing the Message: For Campus and the Media

SPEAKER

Chris Sigurdson, Vice President, Communications, University of Arizona

Effective communication for campus communications and through the news media begins with messaging. Creating a meaningful message that resonates with the audiences you care about requires planning, insight and management-by-objective.





Noon – 1:30 p.m.

1:30 p.m. – 2:15 p.m.

2:15 p.m. – 3:30 p.m.



Chris Sigurdson will breakdown the essential elements of effective messages, guide participants through the creation of effective audience-centered messages that work as talking points.

Learning Objectives:

- Be able to define the elements of effective messages
- Be able to create messages tailored for specific audiences and interviews
- Be able to understand the rudiments of message delivery

Field of study: Administrative Practice

CPE credits: 1.0

Luncheon Presentation: WACUBO Volunteer Appreciation and NACUBO Report to the Region

SPEAKERS

Harold Hewitt, Jr., Executive Vice President, Chapman University, and President, WACUBO

John Walda, President and CEO, NACUBO

Dessert With Our Business Partners

Sponsored by: Chartwells Higher Education Dining Services

CONCURRENT SESSION 11

CBO Retirements Ahead: Are We Ready? (NACUBO Shared Session)

SPEAKERS

Marta Perez Drake, Vice President, Professional Development, NACUBO, Washington, District of Columbia

Kelly Fox, Senior Vice Chancellor and Chief Financial Officer, University of Colorado, Boulder

Recent data suggest a significant increase in CBO retirements within the next five years, which points to the critical need for senior leaders to develop talented staff who will continue the legacy of the chief business officer profession. Opportunities abound for you and your staff. Are you ready?

Learning Objectives:

- Understand the evolution of the chief business officer role
- Realize the state of the profession as significant numbers of chief business officers head into retirement
- Learn which leadership competencies are critical to the success of current and future business officers

Field of study: Business Management & Organization

CPE credits: 1.5



CONCURRENT SESSION 12

Sponsored by: TIAA-CREF

Strategic Utilization of Adjunct and Other Contingent Faculty

SPEAKERS

Paul J. Jakoboski, PhD, Senior Economist, TIAA-CREF Institute

Gregg Kvistad, PhD, Provost and Executive Vice Chancellor, University of Denver

The evolution of the faculty workforce model has far-reaching implications for institutions, students and other stakeholders. Today, approximately 30% of faculty are tenured or tenure track; the rest are commonly known as contingent faculty and generally have a more limited relationship with the institution that employs them. The increased use of nontenure-track faculty by colleges and universities has become a point of focus within higher education. Broadly speaking, issues raised in this context involve implications along four dimensions:

- Student learning and outcomes
- Institutional efficiency and cost management
- Organizational functioning of academic units
- The individual adjunct faculty member

Drawing on academic research and practitioner perspective, this session will explore these issues and discuss strategies and practices for ensuring good outcomes along these dimensions. It will include examination of results from a survey of adjunct faculty regarding their career experience. It will also include discussion of the University of Denver's updated appointment, promotion and tenure policies.

Learning Objectives:

- Learn about updated demographics of the adjunct faculty population
- Learn how academics in adjunct faculty positions view their career experience
- Understand how an evolving faculty workforce model tactically and strategically impacts student experiences and outcomes
- Learn strategies and practices for ensuring good outcomes along multiple dimensions with faculty workforce design.

Field of study: Administrative Practice

CPE credits: 1.5

CONCURRENT SESSION 13

Sponsored by: Moss-Adams, LLP

FASB Financial Reporting: Private Institution Update

SPEAKERS

Laura Roos, Partner, Moss Adams LLP

Kenneth L. Pifer, Controller, Willamette University

Katy Roig, CPA, Controller, University of San Diego



EXPLORE TUCSON



Wikipedia Public Domain

San Xavier Mission

A National Historic Landmark, San Xavier Mission was founded as a Catholic mission by Father Eusebio Kino in 1692. Construction of the current church began in 1783 and was completed in 1797. The oldest intact European structure in Arizona, the church's interior is filled with marvelous original statuary and mural paintings. It is a place where visitors can truly step back in time and enter an authentic 18th Century space. The church retains its original purpose of ministering to the religious needs of its parishioners. The Mission is nine miles south of downtown Tucson. There is no admission charge to visit Mission San Xavier. Some 200,000 visitors come each year from all over the world to view what is widely considered to be the finest example of Spanish Colonial architecture in the United States.



The Financial Accounting Standards Board (FASB) has been working on a project that would change the information not-for-profit organizations are required to report in their financial statements. The objective of this project is to reexamine existing standards for financial statement presentation by not-for-profit entities, focusing on improving net asset classification requirements along with information provided in financial statements about liquidity, financial performance, and cash flows.

The project is nearing an exposure draft, which is expected to be released in the first quarter of 2015 and now is a good time for higher education institutions to begin examining how they would be impacted by the proposed changes.

Join us for this panel discussion as we discuss:

- Proposed changes and how it may impact higher education institutions
- Key highlights in the Exposure Draft
- Ideas on how to implement the proposed changes

Learning Objectives:

- Understand technical changes coming up for higher education accounting at private institutions
- Be better prepared for discussions with auditors and trustees
- Learn how you help your staff become better informed and better prepared to meet new standards and reporting requirements

Field of study: Accounting

CPE credits: 1.5

CONCURRENT SESSION 14—TALES FROM THE FRONT

Protecting Reputational Risk and the Integrity of Nonfinancial Reporting

SPEAKERS

Lori Gordien-Case, Associate Vice President, Finance, University of La Verne

Rick Wentzel, West Region Higher Education & Not-for-Profit Practice Leader, Grant Thornton LLP

This session will discuss policies, protocols and procedures that should be considered to proactively protect the good name and reputation of the college or university, its governing board and its management team, as well as the integrity of nonfinancial data. Many institutions have lost credibility when reports reveal that inaccurate information was provided to external agencies or actions were taken by employees that became highly publicized. This session will offer a wide array of reporting requirements, related risks that institutions face, management strategies, internal controls, and perspectives on how specific colleges and universities have handled these situations.

Learning Objectives:

- Analyze policies, protocols and procedures that should be considered to protect the good name and reputation of the college or university



- Identify a wide variety of external nonfinancial reporting requirements and related risks
- Explore strategies for improving accuracy and reliability and for mitigating associated risks
- Specify how institutions worked through and resolved data integrity issues

Field of study: Administrative Practice

CPE credits: 1.5

CONCURRENT SESSION 15

Sponsored by: ORACLE

Institutional Excellence Based on Data-Driven Decisions

SPEAKER

Craig Barrow, Vice President, Enterprise Performance Management Global Market Development, Oracle Corporation

Selim Burduroğlu, Global Innovation Evangelist – Architect, Education and Research Industry Business Unit, Oracle Corporation

During this session current issues and key trends in Higher Education will be explored—as they relate to the importance of measuring what matters most to institutions and how using that information to make data-driven decisions can be used to optimize institutional outcomes. Specifically, the importance of changing the way a university operates—from the inside out.

In today's turbulent environment, it's not sufficient to just change superficially. As an example, by cutting budgets across the institution, a university must measure what matters most and use those results to become more effective and reinvent the way a university operates. Understanding and acting upon the multiple economic and legislative realities make it essential to become more deliberate and transparent in applying resources to improve student success outcomes as well as financial sustainability.

Forward-looking higher education institutional leaders understand these changing dynamics, and are moving quickly to create modern, technology-enabled institutions better equipped to support more agile, digitally-enabled business models and stronger interdepartmental collaboration.

They recognize the need for new rules to measure, manage, invest, and report on changing sources of institutional funding, and the demand for new finance best practices to benchmark the performance of their organizations in key processes that can drive value creation and organizational excellence.

Learning Objectives:

- Define measurements that track activities and outcomes to the institutional mission, vision and strategic plan
- Identify how analytics can provide a basis for more informed, data-driven decisions for improving organizational performance



3:45 p.m. – 5:00 p.m.



- Identify how analytics can provide a basis for monitoring and measuring financial sustainability

Field of study: Administrative Practice

CPE credits: 1.5

GENERAL SESSION 1

Transformation: Hard to Describe but I Know It When I See It

SPEAKERS

John Wilton, Vice Chancellor for Administration & Finance at the University of California, Berkeley
Bradley Wheeler, CIO at the University of Indiana

John Wilton and Bradley Wheeler are leaders of transformative change in higher education. Their responsibilities in finance and IT span all areas of education, research, and administration at complex institutions. They will discuss and debate the substantial transformations of the university and the pace that is needed for the changing economics of higher education.

Learning Objectives:

- Understand the underlying reasons that the higher education business model needs to change
- Learn about transformative changes being made by leaders in our industry
- Learn how you can lead and support transformative changes at your institution

Field of study: Business Management & Organization

CPE credits: 1.5

4:00 p.m. – 4:45 p.m.

Vendors “Thank You” Reception in the Exhibit Hall

5:00 p.m. – 6:00 p.m.

Wine & Cheese Reception in the Exhibit Hall

Sponsored by: Moss Adams LLP

6:30 p.m. – 8:30 p.m.

Dinner On Your Own

See our “Where to Eat” section for information about some of the fabulous restaurant offerings in Tucson!

8:30 p.m. – 11:00 p.m.

Follett’s Sweets In The Suite

Sponsored by: Follett Higher Education Group

TUESDAY, MAY 5

8:00 a.m. – 4:00 p.m.

Registration

8:00 a.m. – 4:00 p.m.

Cyber Café

Sponsored by: Tuition Management Systems

7:45 a.m. – 8:45 a.m.

Primary Representative’s Breakfast—NACUBO Washington Update

7:45 a.m. – 8:45 a.m.

Business Partner Showcase Breakfast Buffet

Sponsored by: Barclays



Annual Conference participants are welcome to join our Primary Representatives for WACUBO's annual business meeting and NACUBO's Washington Update by Matt Hamill, Senior Vice President, NACUBO. Matt oversees NACUBO's policy, research, government and public relations activities and he will provide us with an update on current policy conversations in Washington with potential impacts on higher education. Matt's topics will include comprehensive tax reform, deficit reduction, the upcoming federal budget process, and the reauthorization of the Higher Education Act, among others.

Please note that only Primary Representatives may vote during the portion of this breakfast that is dedicated to WACUBO's business meeting. Seating for members is limited and will be available on a first-come first served basis. There will be reserved seating for Primary Representatives.

SPEAKER

Matthew W. Hamill, Senior Vice President, NACUBO

7:45 a.m. – 8:45 a.m.

Exhibit Hall Breakfast Buffet

9:00 a.m. – 10:15 a.m.

KEYNOTE SESSION II—REBECCA RYAN

Sponsored by: Arthur J. Gallagher & Co.



A Futurist View for Higher Education

In the same way that meteorologists use science to predict the weather, futurists use a few key insights and tools to determine probable scenarios for the future. In this session, you will learn how to develop strategic foresight by applying the tricks and tools of the futurist, which you can then apply to your institutional planning. This includes understanding and interpreting information from internal and external sources to better predict the future of your organization and developing multiple, plausible scenarios for your institution. Developing strategic foresight strengthens your ability to serve your institution, while aligning your organization's strategic and operational planning, and helps your institution achieve and exceed its goals despite the challenges facing higher education as an industry.

Learning Objectives:

- Learn what "STEEP" analysis is, and how it's used in strategic foresight
- Learn the six steps of strategic foresight and how they are used in conjunction with strategic planning
- Identify one or more plausible future scenarios for your institution, and how to leverage them for transformation

Field of Study: Business Management & Organization

CPE credits: 1.5

10:15 a.m. – 11:00 a.m.

Exhibit Hall Break

EXPLORE TUCSON

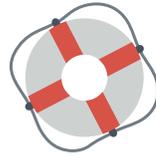


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Old Tucson

Step back in time in the old west town nicknamed "Hollywood in the Desert," made famous as the location for more than 300 movies and TV shows. Old Tucson came to life in 1939 when Columbia Pictures chose a Pima County-owned site on which to build a replica of 1860s Tucson for the movie *Arizona*. The \$2.5 million film, starring William Holden and Jean Arthur, set a new standard of realism for Hollywood westerns, initiating the move away from studio backdrop movies to outdoor epics. After *Arizona*, Old Tucson languished, until the film *The Bells of St. Mary's* (1945), starring Bing Crosby and Ingrid Bergman. Hollywood then remembered Old Tucson, and many movies followed.

11:00 a.m. – Noon



CONCURRENT SESSION 16

Sponsored by: Wells Fargo Bank

Fraud: Who has the Keys to Your Financial Back Door?

SPEAKERS

Dan Sampson, AVP Financial Services and Controls, University of California Office of the President
Brian Thomason, AVP and University Controller, Pepperdine University
Adam Carpenter, Financial Crimes Investigator, Wells Fargo Bank

MODERATOR

Maggie King, Treasury Management Higher Education Practice Head, Wells Fargo Bank

Criminal creativity is at an all-time high. Fraud is on a never ending upward trajectory with consequences including operational losses and compromised data. Your team stands between the fraudsters' success and the financial and data integrity of your organization. In 2013, 60% of organizations experienced attempted or actual payments fraud. The PWC 2014 global economic crime survey indicated that one in three organizations reported being hit by economic crime. Controls and procedures are critical to minimize incidents of fraud and detect them faster.

Learning Objectives:

- Understand what the fraudsters are perpetrating now such as imposter and account takeover fraud.
- Get updated on trends in incidences and severity of payment fraud.
- Learn what you can do to protect your organization.
- Learn about University of California's and Pepperdine University's strategies to combat fraud; their experiences, their controls and their view for the future.

Field of Study: Specialized Knowledge & Applications

CPE credits: 1.0

CONCURRENT SESSION 17

Newspapers and Higher Ed: Lessons from a Dying Industry

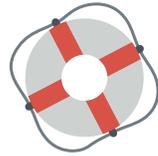
SPEAKER

Byron P. White, Ed.D., Vice President for University Engagement at Cleveland State University

Higher education as an industry has a notorious reputation for being stuck in its ways. Prior to his current role in higher education, Dr. White spent nearly two decades in the newspaper business. While there were powerful forces threatening the industry, and there were many conversations about how the industry needed to respond, the response from within the industry was not sufficient in light of the dramatic disruption of the industry and business models – disruption very similar to what is facing higher education.

In this session, Dr. White will share lessons learned from this experience, including what those of us in higher education should be paying more attention to, and what we can and should be doing now, to be proactively involved in driving the transformative change needed in our industry.





Learning Objectives:

- Understand the forces that are impacting the future of higher education as an industry
- Learn from similar experiences in the newspaper industry
- Identify opportunities for driving transformative change within higher education

Field of study: Administrative Practice

CPE credits: 1.0

CONCURRENT SESSION 18

Enterprise Risk Management—Moving from Theory to Practical Application

SPEAKER

Mark E. Briggs, CSP, ARM, Vice President, Safety Management Resources Corporation

The principles of Enterprise Risk Management were widely introduced in the world of higher education over a decade ago, yet most colleges and universities continue to address risk on an ad hoc basis. While many institutions have sought to implement ERM initiatives, few have developed a mature approach to addressing risk on a holistic and strategic basis. The efforts have been lost in a confusing myriad of details, definitions, and exercises to build a pages-long risk registry.

These early attempts to adopt ERM were led primarily by the COSO framework and many experienced frustration and a broad learning curve with the model's 17 principles and 85 points of focus. Users reported a lack of relevance, too often focusing on governance, compliance and operational issues, instead of the benefits of strategic planning.

Significant improvements in ERM models, implementation tools, and an increased focus on viewing risk as “the effect of uncertainty on objectives,” represent a new opportunity to develop a meaningful risk management effort, one which can truly identify opportunities, manage existing risk, and support strategic planning efforts.

Join us as we explore the opportunities and benefits of developing and implementing a truly effective Enterprise Risk Management initiative, and review the recent successes of your peers.

Learning Objectives:

- Understand the evolution of Enterprise Risk Management (ERM)
- Understand recent improvements in ERM models implementation tools
- Learn the opportunities and benefits of an effective ERM initiative
- Learn how to develop and implement a meaningful, focused risk management effort

Field of study: Administrative Practice

CPE credits: 1.0



CONCURRENT SESSION 19—TALES FROM THE FRONT

Competency Based Education (CBE): An Exciting New Educational Model for Providing Great Access and Affordability to Higher Education. What Business Officers Need to Know

SPEAKERS

Phillip L. Doolittle, Executive Vice Chancellor of Finance and Administration and Chief Financial Officer, Brandman University, Chapman University System

Charles Bullock, Executive Vice Chancellor of Academic Affairs and Chief Academic Officer, Brandman University, Chapman University System

The Competency-Based Education model presents an exciting new method for delivering education to students in a more accessible and cost effective manner. However, it presents huge challenges both from an academic and administrative perspective. The business model and operational issues, including financial aid, admissions, registration, billing and collections, transcripts and badging, are as important and challenging in the development process as those associated with the curriculum and educational program delivery. This presentation by a Chief Academic Office and Chief Business Officer will focus on how to effectively and successfully organize and work together to navigate these difficult challenges.

Learning Objectives:

- Gain knowledge/information about Competency-Based Education (CBE) (What is CBE? How does it differ from the traditional, credit based education model?)
- Acquire knowledge/information about why a high-quality CBE program is a credible educational model (option) for addressing the challenges of accessibility and affordability in higher education
- Learn why and how one institution developed its CBE program (Academic/ Educational Components and Administrative/ Operational Components)
- Explore the challenges and benefits connected with the development and implementation of a CBE program with particular focus on the business model and administrative and operational aspects of the program (why administrative systems and processes are essential components to a successful CBE implementation)
- Gain knowledge/information about the importance of the CBO and CFO working effectively together to create and implement a comprehensive CBE program (“CBE eco-system”)
- Access knowledgeable and experienced resources that can respond to questions that business officers may have about CBE and the CBE business model

Field of study: Administrative Practice

CPE credits: 1.0



CONCURRENT SESSION 20

Sponsored by: The PFM Group

A Catalyst for Change: Evaluating and Rebuilding an Effective Treasury

SPEAKERS

Donald Forsythe, Treasurer, Portland State University

Monique Spyke, Director, PFM Asset Management LLC

Susan Musselman, Director, Public Financial Management, Inc.

David Calvert, Director, PFM Asset Management LLC

The dissolution of the Oregon State University System starting in 2014 served as the catalyst for Portland State University (PSU) in the building of its Treasury. This presentation will focus on answering the following questions: What happens when you're required to build or rebuild a Treasury department from scratch? What does an effective Treasury department look like? What are the best practices for banking, cash and debt management? How often should you evaluate and revise your policies and procedures to effectively protect your institution from the financial risks it faces in the normal course of business? Representatives from PSU and The PFM Group will discuss the key functions of a Treasury department, and how PSU approached the learning process to build its first treasury department, with help from its peers and professional advisors, who served as teachers.

Learning Objectives:

- Learn the key functions of a treasury department, and how to assess effectiveness
- Learn best practices for banking, cash and debt management
- Learn how frequently policies and procedures should be evaluated, and how policies and procedures can be designed to effectively protect the institution from financial risks in the normal course of business

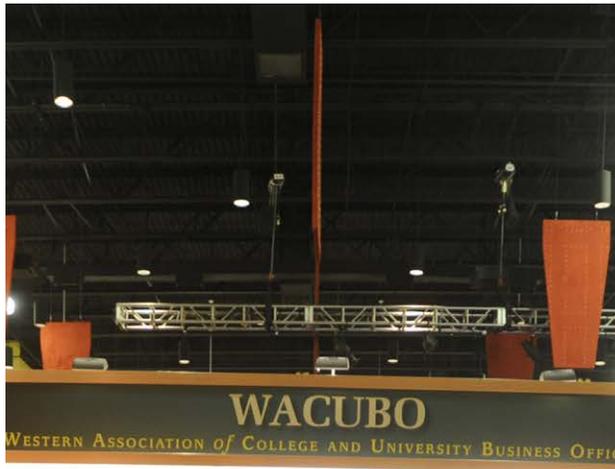
Field of study: Business Management & Organization

CPE credits: 1.0

Noon – 1:45 p.m.

Member Appreciation Lunch

This popular luncheon is designed to give special thanks to all WACUBO members, conference attendees, guests, and sponsors. Take a break from the rich content of our general and concurrent sessions to enjoy lunch and entertainment by editorial cartoonist, columnist, humorist and blogger David Fitzsimmons. Known locally as "Fitz," he draws editorial cartoons daily for Tucson's Arizona Daily Star. Don't be surprised if you find yourself featured in one of his cartoons during the Member Appreciation Luncheon!



1:45 p.m. – 2:45 p.m.



CONCURRENT SESSION 21

What is the Future of Community College Funding?

SPEAKERS

Lee Lambert, Chancellor, Pima County Community Colleges

Debra Thompson, Vice Chancellor, Business Services, Maricopa County Community Colleges

Matt Hamill, Senior Vice President, Advocacy and Issue Analysis at NACUBO

The model for funding community colleges is being challenged throughout the U.S. The State of Arizona recently adopted legislation to end funding for its two largest community colleges. At the same time, the Tennessee Promise program was launched, aiming to make community college free for its high school graduates. This panel will explore how institutions respond when faced with the loss of state funding, and place this decision into the broader context of public funding for institutions of higher education, and their students, across the country.

Learning Objectives:

- Understand the political and economic factors leading to changing funding models for community colleges
- Learn how two large community college systems plan to address these funding challenges
- Learn how community college funding challenges might affect the future of higher education in the US

Field of study: Business Management & Organization

CPE credits: 1.0

CONCURRENT SESSION 22

Cyber Security & Risk Management — Driving Information Security Improvement through Risk Transfer

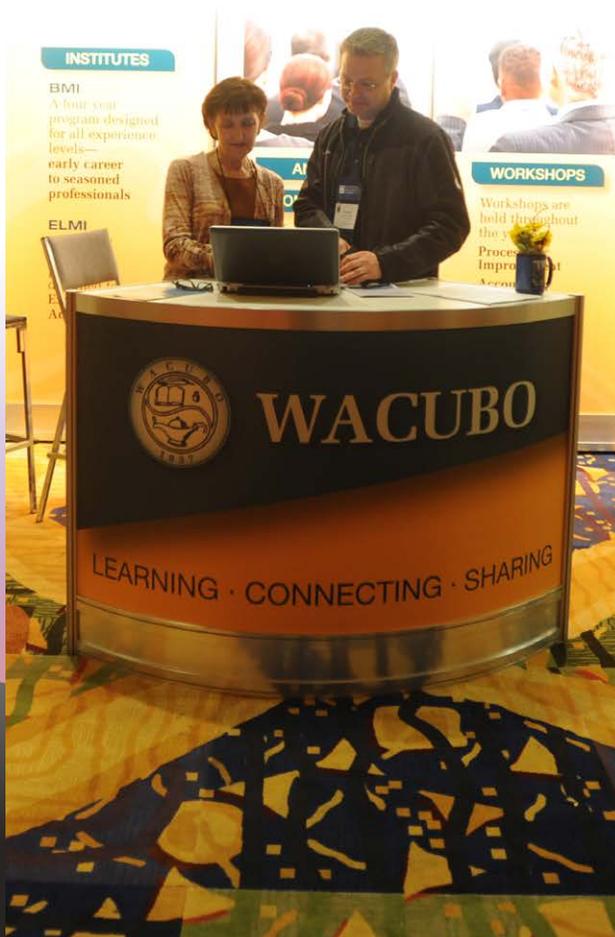
SPEAKERS

Gary Leonard, Executive Director, Liability & Property Programs University of California, Office of the President

David Rusting, Chief Information Security Officer, University of California, Office of the President

Dan Howell, Senior EVP and MD, Alliant Insurance

Institutions of higher education are complex environments that maintain and process very large amounts of sensitive data that require a diverse range of security requirements, and data breaches are often an uninsured risk. This presentation will describe the evolution of a unique insurance program developed at the University of California in a collaborative effort within Risk Services, Information Technology Services and insurance underwriters/brokers. The program combines elements of policy, technical controls and risk transfer to drive information security best practices and provide financial security for the University.





Learning Objectives:

- Learn how the threat of cyber security incidents and attacks has grown and continues to become a higher risk
- Learn the benefits of cross functional collaboration
- Learn how one institution has addressed this area of risk through a creative risk transfer program

Field of study: Business Management & Organization

CPE credits: 1.0

CONCURRENT SESSION 23

Prioritizing Academic and Administrative Programs

SPEAKERS

Carla Ho-a, Assistant Vice Chancellor for Auxiliary Services, University of Colorado, Boulder
Bill Kaempfer, Senior Associate Vice Provost, University of Colorado, Boulder

The Colorado Board of Regents recently asked each University of Colorado campus to develop a process for prioritizing its academic and administrative areas. This session will feature business officers that led this effort for the University of Colorado, Boulder, provide examples of the quantitative data used in the analysis and the decision making process, and review the outcomes.

Learning Objectives:

- Understand rationale for developing a prioritization process
- Understand the criteria used in prioritizing programs
- Learn the outcomes of the prioritization process

Field of study: Business Management & Organization

CPE credits: 1.0

CONCURRENT SESSION 24—TALES FROM THE FRONT

Managing the Unthinkable

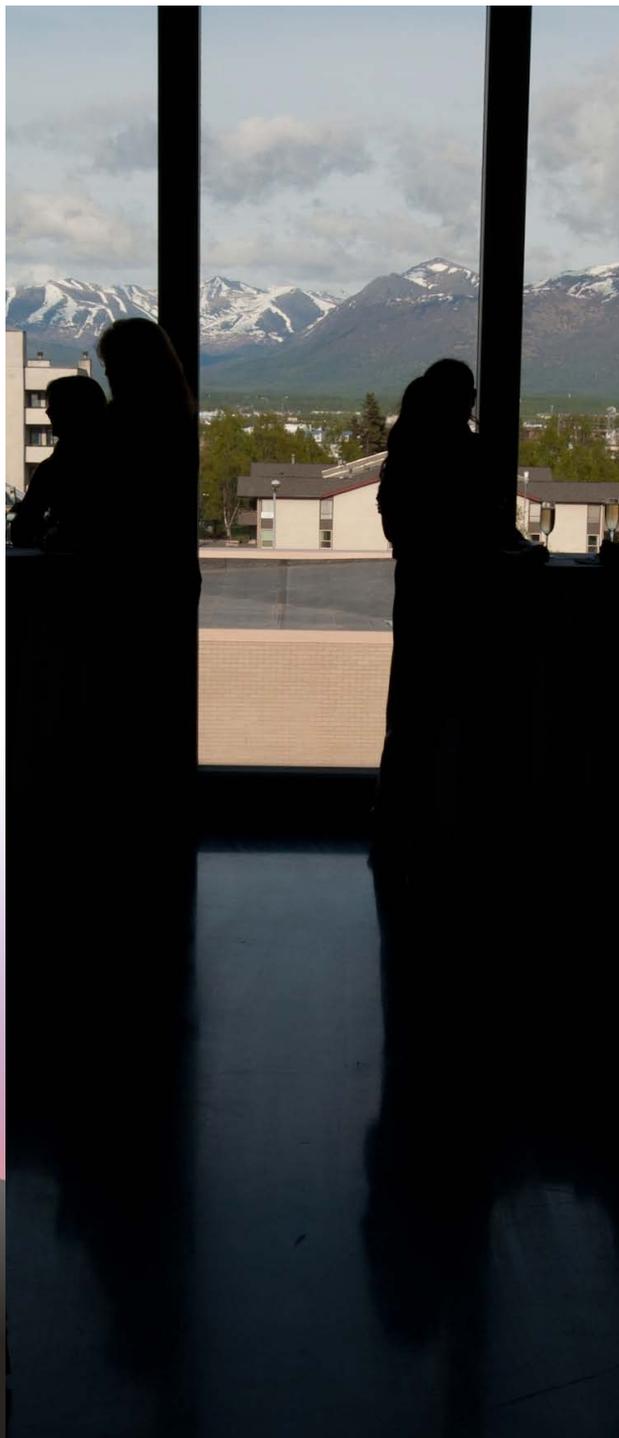
SPEAKERS

Joyce Lopes, Vice President for Administrative Affairs, Humboldt State
Peg Blake, Vice President for Enrollment Management & Student Affairs, Humboldt State

At the end of an otherwise ordinary Thursday, a horrible accident ended the lives of ten members of the university community. In this program we will describe how the university moved into emergency-response mode, involving dozens of faculty and staff and thousands of hours. We will talk about the lessons learned, and how the university has been changed.

Learning Objectives:

- Develop a greater understanding of emergency management
- Understand skills needed to assist communities and organizations in planning for, responding to and recovering from emergencies



- Understand the importance of leadership and humanity

Field of Study: Administrative Practice

CPE credits: 1.0

CONCURRENT SESSION 25

Sponsored by: Abacus Project Management

Facility Decision Making in an Age of Restricted Maintenance Budgets

PANEL MEMBERS

Kris Olsen, Vice President of Campus Planning & Operations, Chapman University

Rick Turner, Associate Vice President, Facilities Management, Chapman University

Brent Billingsley, City Manager, City of Globe, Arizona

Christopher Kopach, Assistant Vice President, Facilities Management, University of Arizona

MODERATORS

Jeff Pomery, Director, Abacus Project Management

Kurt Reidl, Director, Abacus Project Management

The lack of current budget and the unpredictability of future funding, particularly for maintenance, is changing the way institutions make facility decisions. These changes impact new and renovated facilities and both short term and long term maintenance strategy. These impacts include delivery methodology, building and system quality decisions, maintenance strategy and building life expectations. The program will explore these impacts and provide real life experiences from practitioners who are facing the implications every day.

Learning Objectives:

- Understand how the current budget environment affects the planning process
- Understand the consequences of quality/value decisions affect the useful life of facilities over the term of their use
- Provide attendees the methodology and thought processes employed by other institutions and public agencies facing the same issues

Field of study: Business Management and Organization

CPE credits: 1.0

2:45 p.m. – 3:45 p.m.

3:45 p.m. – 5:00 p.m.



Refreshment Break & Grand Prize Drawing in the Exhibit Hall

KEYNOTE SESSION III—TED MITCHELL AND JOHN WALDA

A Conversation with the Under Secretary, U.S. Department of Education, Dr. Ted Mitchell

President Obama's bold agenda for higher education in the United States has galvanized our industry in a manner that is perhaps unprecedented, from the administration's efforts to make college more affordable and accessible, including initiatives with Pell Grants, loans, tax credits and the expanding focus on Community Colleges; to the more controversial initiatives around college transparency and accountability, including the College Scorecard, the proposed college ratings system and "paying for performance." Ted Mitchell, who became Under Secretary on May 8, 2014, is charged with planning



and policy responsibilities to implement President Obama's goal for the U.S. to have "the best educated, most competitive workforce in the world" as measured by the proportion of college graduates by the year 2020. Come hear a discussion between NACUBO President John Walda and Dr. Mitchell that will cover the key issues facing our industry as defined by President Obama and the Department of Education. Learn what is expected of colleges and universities from the highest ranking higher education official in President Obama's administration.

Learning Objectives:

- Understand the political climate in Washington and higher education regulations recently adopted or being considered by the Department of Education
- Explore recent regulatory activity and gain knowledge about how your campus will be impacted
- Discuss the risks and opportunities these federal developments signal for students and institutions

Field of study: Specialized Knowledge and Applications

CPE credits: 1.5

6:30 p.m. – 7:30 p.m.

Annual Pre-Banquet Reception

Sponsored by: George K. Baum & Company

7:30 p.m. – 10:30 p.m.

Annual Banquet & Dance

Sponsored by: Barnes and Noble College

To the Annual Banquet and Beyond! Come and unwind after a full day of sessions by joining us at the JW Marriott Tucson Starr Pass Resort & Spa for the prelude to the Annual Banquet and Dance. Select from a sampling of light hors d'oeuvres and refreshments while mingling with your friends and colleagues. Then, let's keep the celebration going one last night at the Annual Banquet and Dance. Live entertainment will be provided by the amazing Lucky Devils Band, the popular Phoenix-based band covering everything from swing to current top hits, while you savor another phenomenal meal alongside drinks and conversation. If you're looking to tear up the dance floor there will be plenty of room; otherwise you can enjoy the pleasure of your colleagues' conversation on the terrace under the magical Tucson night sky. Life doesn't get much better than this!

WEDNESDAY, MAY 6

8:00 a.m. – 8:45 a.m.

Past President's Breakfast

8:00 a.m. – 8:45 a.m.

Conference Breakfast Buffet

Sponsored by: Siemens Industry, Inc

8:45 a.m. – 10:15 a.m.

GENERAL SESSION 2

Sponsored by: Arthur J. Gallagher & Co.

Higher Education and the Challenge of Controlling Costs





SPEAKERS

Jane Wellman, Independent Policy Analyst and Founding Director, Delta Cost Project
Jerry Farley, President, Washburn University

This panel will feature Jane Wellman, Executive Director of the Delta Project and an independent policy analyst specializing in public policy and postsecondary education in the United States. Jane is an expert in state and federal policy for higher education, with particular expertise in changing finances, cost analysis and cost management, institutional governance and change management. Jane will share some of the key data from the Delta Cost Project and identify issues our industry should be addressing as we cope with challenges to the business model for higher education.

Jane will be joined by Jerry Farley, President of Washburn University, for an engaging discussion. Dr. Farley has been President of Washburn University in Topeka, Kansas since 1997, and has over 39 years of experience in the administration of the academic, business and fiscal operations of educational institutions.

Learning Objectives:

- Understand the Delta Cost Project model and how it is used in higher education analysis
- Learn about trends in college spending, tuition, subsidies, and outcomes
- Explore data and analyses of higher education spending and performance
- Understand the factors that are driving rising tuition

Field of study: Business Management & Organization

CPE credits: 1.5

10:15 a.m. – 11:30 a.m.

KEYNOTE SESSION IV: STEPHEN M.R. COVEY

Sponsored by: Follett Higher Education Group



Leading at the Speed of Trust

Trust is hard, real, and quantifiable. It measurably affects both speed and cost of an organization. A function of character and competence, trust can be created and destroyed, effectively taught and learned. In most cases, lost trust can even be restored. This fast-paced and engaging presentation dramatically reveals TRUST as the hidden variable that will become your organization's most leverageable tool, giving you a distinct strategic advantage.

Learning Objectives:

- Learn the business and economic case for trust
- Understand how the ability to generate trust is a critical leadership competency in today's economy
- Master the skill of engendering trust, both personally and in your organization

Field of study: Business Management & Organization

CPE credits: 1.5

11:30 a.m. – Noon
Noon – 1:30 p.m.

Closing Remarks/Drawings
Host/Program Evaluation Lunch

CPE CREDITS

The Western Association of College and University Business Officers (WACUBO) 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.learningmarket.org



Over forty hours of CPE content will be provided during the pre-conference session and the annual conference. Individuals can earn up to 20 CPE credits based on the sessions attended Sunday, May 3 through Wednesday, May 6. Both the Pre-conference and the Annual Conference are Group-Live presentations; no pre-requisites or advanced preparation are necessary. All presentations provide an overview of various subjects that relate to higher education.

EARN CPE CREDITS AT ALL WACUBO EVENTS:

WACUBO Annual Conference

450 general members, 4 days

Each year, at various locations within the western United States, WACUBO's general membership conference attracts all levels of professionals through notable speakers and compelling discussions of current events affecting colleges and universities. Attendees enjoy a dynamic exhibitor hall, CPE credits, and many general and exclusive networking opportunities.

Future Leaders' Forum

100 mid-level managers, 2 days

Designed for mid-level managers who aspire to become chief business officers, the Future Leaders' Forum is a new WACUBO conference focused on providing content-rich, value-added programming across a wide range of learning opportunities and skills including but not limited to: leadership and management skills, conflict resolution and managing difficult people, strategic planning, finance and debt issuances, accounting and tax updates, IT trends, Title IX, risk management, presenting financial information to the Board, and career planning.

Business Management Institute (BMI)

350 early-stage to progressively experienced, 4 days

The Business Management Institute (BMI) at the University of California at Santa Barbara is a four-day immersion program with a four-track curriculum. It is designed to develop early-stage professionals starting with tracks 1 and 2 through progressively experienced, decision-making professionals with tracks 3 and 4.

Professional Development Workshops

50-60 early-stage to mid-level managers, 2 – 3 days

WACUBO's Professional Development Workshops, offered March through November in cities across the western United States, are designed to enhance skills and provide relevant, in-depth studies of key business topics for early-stage to mid-level managers. Areas of study include but are not limited to: higher education accounting and accounting updates, lean process improvement, unit and academic business officer essentials, higher education budgeting, human resources capital management, predictive analytics, introduction to higher education, and project management for the non-project manager. Networking receptions are often available to participants.

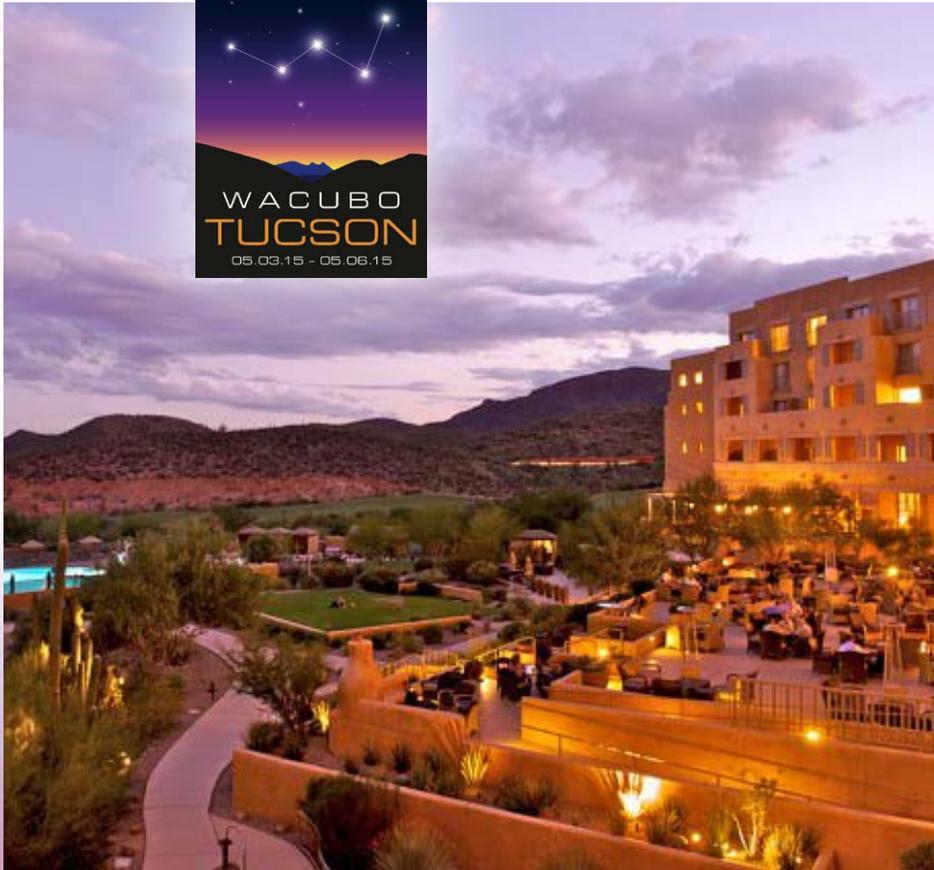
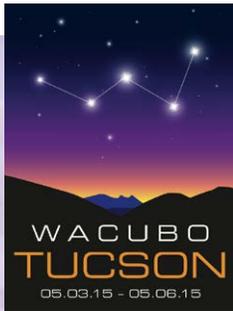
WACUBO 2015 CPE SESSIONS	DATE	START TIME	END TIME	CPE CATEGORY	CPE UNITS
Pre-Conference Workshop: Getting the Most Out of Your Teams and How to Manage Difficult People and Situations	5/3/15	9:30 a.m.	1:00 p.m.	Business Management & Organization	3.5
Welcome to WACUBO	5/3/15	3:00 p.m.	4:15 p.m.	Personal Development	1.5
GASB Update	5/3/15	3:00 p.m.	4:15 p.m.	Accounting (Governmental)	1.5
Discover and Engage Talent ★	5/3/15	3:00 p.m.	4:15 p.m.	Administrative Practice	1.5
The Secret Sauce in Leading a Successful Search	5/3/15	3:00 p.m.	4:15 p.m.	Personnel/HR	1.5
The Next Generation of Retirement Plan Metrics	5/3/15	3:00 p.m.	4:15 p.m.	Administrative Practice	1.5
Great By Choice: Perspectives and Strategies for Higher Education Business Officers	5/4/15	8:45 a.m.	11:00 a.m.	Business Management & Organization	2.5
Pension Reform in Higher Education	5/4/15	11:10 a.m.	12:00 p.m.	Accounting (Governmental)	1.0
Beyond Mentorship and Sponsorship: Creating a Brain Trust	5/4/15	11:10 a.m.	12:00 p.m.	Personal Development	1.0
Title IX and the Clery Act: What Business Officers Need to Know	5/4/15	11:10 a.m.	12:00 p.m.	Administrative Practice	1.0
Procurement Strategies ★	5/4/15	11:10 a.m.	12:00 p.m.	Administrative Practice	1.0
Managing the Message: For Campus and the Media	5/4/15	11:10 a.m.	12:00 p.m.	Administrative Practice	1.0
CBO Retirements Ahead: Are We Ready?	5/4/15	2:15 p.m.	3:30 p.m.	Business Management & Organization	1.5
Strategic Utilization of Adjunct-Contingent Faculty	5/4/15	2:15 p.m.	3:30 p.m.	Business Management & Organization	1.5
FASB Financial Reporting: Private Institution Update	5/4/15	2:15 p.m.	3:30 p.m.	Accounting	1.5
Protecting Reputational Risk and the Integrity of Nonfinancial Reporting ★	5/4/15	2:15 p.m.	3:30 p.m.	Administrative Practice	1.5
Institutional Excellence Through Data-Driven Decisions	5/4/15	2:15 p.m.	3:30 p.m.	Administrative Practice	1.5
Transformation: Hard to Describe but I Know It When I See It	5/4/15	3:45 p.m.	5:00 p.m.	Business Management & Organization	1.5
A Futurist View for Higher Education	5/5/15	9:00 a.m.	10:15 p.m.	Business Management & Organization	1.5
Fraud: Who has the Keys to Your Financial Back Door?	5/5/15	11:00 a.m.	12:00 p.m.	Specialized Knowledge & Applications	1.0
Newspapers and Higher Ed: Lessons From a Dying Industry	5/5/15	11:00 a.m.	12:00 p.m.	Administrative Practice	1.0
Enterprise Risk Management — Moving from Theory to Practical Application	5/5/15	11:00 a.m.	12:00 p.m.	Administrative Practice	1.0
Competency Based Education: An Exciting New Educational Model	5/5/15	11:00 a.m.	12:00 p.m.	Administrative Practice	1.0
A Catalyst for Change: Evaluating and Rebuilding an Effective Treasury	5/5/15	11:00 a.m.	12:00 p.m.	Business Management & Organization	1.0
What is Happening to Community College Funding?	5/5/15	1:45 p.m.	2:45 p.m.	Business Management & Organization	1.0
Cyber Security & Risk Management — Driving Information Security Improvement through Risk Transfer	5/5/15	1:45 p.m.	2:45 p.m.	Administrative Practice	1.0
Prioritizing Academic and Administrative Programs	5/5/15	1:45 p.m.	2:45 p.m.	Business Management & Organization	1.0
Managing the Unthinkable ★	5/5/15	1:45 p.m.	2:45 p.m.	Administrative Practice	1.0
Facility Decision Making in an Age of Restricted Maintenance Budgets	5/5/15	1:45 p.m.	2:45 p.m.	Business Management & Organization	1.0
A Conversation with the Under Secretary, U.S. Department of Education, Dr. Ted Mitchell	5/5/15	3:45 p.m.	5:00 p.m.	Administrative Practice	1.5
Higher Education and the Challenge of Controlling Costs	5/6/15	8:45 a.m.	10:15 a.m.	Business Management & Organization	1.5
Leading at the Speed of Trust	5/6/15	10:15 a.m.	11:30 p.m.	Business Management & Organization	1.5

In accordance with the standards of the National Registry of CPE Sponsors, CPE credits have been granted based on a 50-minute hour. All program components have been designed such that no prerequisites are required and all offerings are appropriate for all learning levels.

★ Tales from the Front

CONFERENCE LODGING

WELCOME TO JW MARRIOTT STARR PASS RESORT & SPA



WACUBO's 77th Annual Conference is located at:

**JW Marriott Tucson Starr Pass Resort & Spa
3800 W. Starr Pass Boulevard
Tucson, AZ 85745**

(520) 792-3500 or toll free (888) 236-2427

JW Marriott Starr Pass Tucson Resort & Spa is an extraordinary conference facility that blends seamlessly into its mountaintop setting, as natural as the surrounding desert itself. A hugely popular vacation destination for those seeking sun and relaxation, you'll find a fabulous array of swimming pools, waterslides, lazy rivers, and dancing fountains that are fun for all ages. With spectacular views, the world-class Hashani Spa, excellent restaurants, a 27-hole Arnold Palmer Signature golf facility, and a landscape laced with nature trails throughout for hiking and biking, we think you'll agree that the Starr Pass is one of the very best conference facilities WACUBO has experienced. We have reserved the entire hotel for the annual conference, and it is currently sold out for the conference dates.

**The Tucson Marriott University Park
880 E 2nd Street
Tucson, AZ 85719**

Due to overwhelming demand, a second conference hotel has been added! Look for a secure online link located on your registration confirmation letter.

The Tucson Marriott University Park, located on the campus of the University of Arizona, has just opened with rooms priced at \$139/night plus tax. Complimentary shuttle service for three hours at the beginning and end of each conference day will be provided.



OPTIONAL LODGING

A SAMPLING OF ADDITIONAL TUCSON-AREA LODGING OPTIONS IN CASE THE STARR PASS SELLS OUT:

*Provided for your convenience, and listed in the order of increasing distance from the Starr Pass. WACUBO has not made any special arrangements with, nor is recommending, any of the following hotels:

Grand Luxe Hotel & Resort

1365 W Grant Rd, Tucson, AZ 85745
Approx. six miles or 15 minutes

Hampton Inn Tucson-North

1375 W Grant Rd, Tucson, AZ 85745
Approx. seven miles or 15 minutes

Tucson Marriott University Park

880 E 2nd St, Tucson, AZ 85719
Approx. eight miles or 19 minutes

Casino del Sol Resort Tucson

5655 W Valencia Rd, Tucson, AZ 85757
Approx. 12 miles or 22 minutes

Desert Diamond Casino & Hotel

7350 S Nogales Hwy, Tucson, AZ 85756
Approx. 14 miles or 22 minutes

The Westin La Paloma Resort & Spa

3800 E Sunrise Dr, Tucson, AZ 85718
Approx. 16 miles or 37 minutes

DRIVING DIRECTIONS

FROM TUCSON INTERNATIONAL AIRPORT (TUS) TO THE STARR PASS RESORT:

- Exit the airport on S. Airport Dr. and stay to the left as it becomes S. Tucson Blvd.
- In 2.8 miles, continue slight left onto E. Benson Hwy.
- In 1.8 miles, slight right onto S. Park Ave.
- In 0.1 miles, merge onto I-10 W. via the ramp to Phoenix
- In 0.4 miles, take exit 259 toward Starr Pass Blvd/22nd St.
- Merge onto South Freeway
- In 0.5 miles, turn left onto W. Starr Pass Blvd.
- Continue 5.0 miles on W. Starr Pass Blvd. until you reach the hotel

TRANSPORTATION

The JW Marriott Starr Pass Resort & Spa does not provide shuttle service.

Arizona Stage Coach Door-to-Door Shuttle

- Call (520) 889-1000 and mention WACUBO code with your reservation
- Click [here](#) to book online to receive the WACUBO discount rate (Group Code: WACUBO)
 - One Way rate: \$28 for first passenger + \$15 for each additional on same booking
 - Roundtrip rate: \$50 for first passenger + \$30 for each additional on same booking
- Regular pricing is \$35 one way and \$68 round trip

Taxi Service

Estimated taxi fare from the Tucson airport to Starr Pass: \$33 USD (one way) — available via the sidewalk outside the airport baggage claim.

Rental Cars

Please note for rent-a-car participants: there is no charge for parking or use of the valet at the JW Marriott.

ADDITIONAL CONFERENCE INFORMATION

Conference attire: suggested attire for all sessions, meals and banquets is business casual. If appropriate, please wear your school colors and logo clothing. The weather in Tucson will be sunny and warm during the day time. The nights will be slightly cooler.

TUCSON ATTRACTIONS

Located in the Sonoran Desert, Tucson is a stunning, unique, natural setting for the 2015 Annual Conference that beckons you to extend your stay and enjoy one-of-a-kind outdoor adventures, local historic sites, world-class resorts, fine dining and some of the best golf courses in the nation. This is the only place in the world where the majestic, iconic saguaro cactus grows. These tall and enduring (some live to 200 years of age) cacti stand like silent sentinels in the shadows of the five mountain ranges which surround the Tucson valley. Adventure seekers can take advantage of the sunny, warm (but in early May not yet hot) weather which lends itself to plentiful outdoor activities including hiking, cycling, swimming, tennis, horseback riding and so much more! Provided immediately below are some links to general information about visiting Tucson.

VISITORS CENTER LINKS

Visit Tucson:
www.visittucson.org/about/visitor-center

Tucson Guide:
www.tucsonguide.com

Go-Arizona:
www.go-arizona.com/tucson

NATIONAL MONUMENTS/PARKS

Saguaro National Park

<http://www.nps.gov/sagu/index.htm>

See page 17 for more info.

Arizona-Sonora Desert Museum

<http://desertmuseum.org>

See page 20 for more info.

Tucson Botanical Gardens

<http://www.tucsonbotanical.org/gardening/virtual-tour-of-the-gardens>

The Tucson Botanical Gardens is a tranquil oasis in the heart of Tucson which provides a place of beauty for its visitors. A visit to the Gardens is more than just a botanical escape, you can also enjoy rotating Porter House gallery exhibits, Café Botanical by Gallery of Food, a fabulous gift shop and a variety of garden tours.

TOURIST ATTRACTIONS

Old Tucson

<http://oldtucson.com/>

See page 30 for more info.



"RinconFromMescalRd". Licensed under CC BY-SA 3.0 via Wikipedia - <http://en.wikipedia.org/wiki/File:RinconFromMescalRd.jpg#mediaviewer/File:RinconFromMescalRd.jpg>

SCIENTIFIC ATTRACTIONS

Kitt Peak National Observatory Visitor Center & Museum

<http://www.noao.edu/outreach/kpvc>

See page 22 for more info.

Biosphere 2 at the University of Arizona

<http://b2science.org>

Situated 37 miles from the Starr Pass Resort & Spa, Biosphere2 has a unique and controversial history which has culminated in its current purpose and mission — to serve as a center for research, outreach, teaching, and life-long learning about Earth, its living systems, and its place in the universe. See why visitors from around the globe journey here for this unique adventure not found anywhere else. Discover real-time research on the future of our planet as it unfolds in this specially designed mini-world.



"Windy600" by original uploader Jeff Dean at en.wikipedia - Licensed under Attribution via Wikimedia Commons - <http://commons.wikimedia.org/wiki/File:Windy600.jpg#mediaviewer/File:Windy600.jpg>

FOR THE OUTDOOR ENTHUSIAST

Hiking

<http://www.visittucson.org/things-to-do/hiking>

Hiking the mountains that surround Tucson brings you to the very heart of Southern Arizona. In the canyons of the Santa Catalinas or on the summit of Rincon Peak, you'll experience a quiet beauty that has a way of putting life in perspective – or take an easy-going hike...it's hard to beat the miles of urban trails under clear, sunny skies. These beautiful landscapes range from sandy desert dotted with cactus to rustling groves of aspen and pine, making hiking an all-season sport in Tucson, Arizona.

Biking

<http://www.visittucson.org/things-to-do/biking>

Whether you're training for a long race, looking to take on mountain trails, or just like an easy, laid-back ride, Tucson is perfect for people who love to see the world on two wheels. There are hundreds of miles of bike-friendly roads including the 55-mile, car-free Urban Loop, as well as dozens of paths that range from family-friendly to trails that warrant some kind of medal.



"Wasson" by original uploader Jeff Dean at en.wikipedia. Licensed under Attribution via Wikimedia Commons - <http://commons.wikimedia.org/wiki/File:Wasson.jpg#mediaviewer/File:Wasson.jpg>

HISTORICAL ATTRACTIONS

Mission San Xavier del Bac

<http://www.sanxaviermission.org/Index.html>

See page 26 for more info.



"Saloon girls on Allen Street" by Terryballard - Own work. Licensed under GFDL via Wikimedia Commons - http://commons.wikimedia.org/wiki/File:Saloon_girls_on_Allen_Street.jpg#mediaviewer/File:Saloon_girls_on_Allen_Street.jpg



"Gunfight at the OK Corral" by James G. Howes. Licensed under Attribution via Wikimedia Commons - http://commons.wikimedia.org/wiki/File:Gunfight_at_the_OK_Corral.jpg#mediaviewer/File:Gunfight_at_the_OK_Corral.jpg

MUSEUMS

Tucson Museum of Art

<https://www.tucsonmuseumofart.org/>

The Tucson Museum of Art and Historic Block encompasses an entire city block in historic downtown, and features original and traveling exhibitions focusing on Art of Latin America, Art of the American West, Modern and Contemporary Art and Asian Art as well as tours, education programs, studio art classes, and Museum Store to delight and educate visitors. The Tucson Museum of Art seeks to enrich daily life through its mission of "Connecting Art to Life."

TOMBSTONE, AZ

O.K. Corral

<http://www.ok-coral.com/>

O.K. Corral is the world's most famous gunfight site where you can walk where Wyatt Earp, Doc Holliday and Virgin and Morgan Earp fought the Clantons and McLaurys on October 26, 1881. Although it is a drive to get there, a visit to Tombstone's Historama will let you witness the dramatic events that made Tombstone famous – the silver boom, the great fire, the O.K. Corral gunfight, the assassination of Morgan Earp and more! End your visit to Tombstone with a trip to the Tombstone Epitaph where you can see how The Epitaph was printed on the original press in the 1800s.

WHERE TO EAT



Local Eats: The JW Marriott Starr Pass Resort & Spa has two excellent restaurants on the premises. Primo, founded by James Beard Award-winning chef, Melissa Kelly along with her partner, husband and pastry chef, Price Kushner, serves locally sourced and organic made-from-scratch Italian cuisine. The second restaurant, Signature Grill, serves Southwestern-style cowboy cuisine, inspired by Native American traditions. The dishes are prepared from scratch under the direction of Danny Perez, Executive Chef.

If you want to travel to town, local restaurants include Vivace, Torino, Tratoria Piña and the sports bar, Trident Grill.

The James Beard Foundation named Chef Janos Wilder top chef in the Southwest in 2000. He can be found at Downtown Kitchen + Cocktails.

If you don't mind casual ambiance, and you are looking to try Sonoran cooking, the recently renovated Saguaro Corners Ice House is the place to head. It's a restaurant with a long history in Tucson and a view on Old Spanish Trail near Saguaro National Park. Order the tamale pie, carnitas, or the Jaime Taco. We hear the casual Yamato on 1st and Grant serves good sushi. And, for a one of a kind food experience found only in Tucson, try Little Cafe Poca Cosa.

GOLF TOURNAMENT

Title Sponsor: Johnson Controls, Inc.



Click [here](#) to learn about Starr Pass Golf Club!

Date: Sunday, May 3, 2015

Time: 6:30 a.m. to 1:30 p.m. (Shotgun Start)

Location: Starr Pass Golf Club at the JW Marriott Starr Pass Resort in Tucson, AZ

Price: Institutional Members, \$75. Non-members, guests and business partners: \$175.

Join us in Tucson for a day of golf, fun and networking at the stunning JW Marriott Starr Pass Resort. Set against majestic mountain ranges and with a desert-style course that weaves through cacti, rocks and ravines, the Starr Pass Golf Club offers a beautiful setting for our 2015 WACUBO Golf Tournament.

You've never played in a golf tournament like this before! Just because we're buttoned-up college business officers, it doesn't mean we can't have some fun. Returning golfers will notice that the price is lower than previous years. Our vision is for this year's event to be a high-fun, low-pressure golf tournament. This is a great opportunity for vendors and business officers to come together to make connections and get to know each other better. If you're interested in playing with a specific school or business partner, let us know and we will try to accommodate your request.

We encourage beginners and new golfers to join us! Bring your spouse (or significant other). We'll even provide rental clubs (at a discounted price) for those who don't have their own set. Participants will enjoy contests (both skill and chance) and prizes throughout the day.

Of course, seasoned golfers will still enjoy a day of competitive golf, including a chance to win \$10,000 at the hole-in-one contest on two of the par three holes.

In addition to adding some new fun elements to the day, we've also modified the schedule of the tournament to allow more time for socializing and networking. After you finish up your game (and try your hand at a special contest at the 18th hole), relax and enjoy a first-class meal. There will also be complimentary food and drink carts circulating throughout the day.

The tournament is limited to the first 120 golfers, so don't miss this opportunity to be part of the new and improved WACUBO golf tournament. Start making your plans now to join us. For more information, contact Mike Unebasami at mune@hawaii.edu or John Cebula at cebula@chapman.edu.

REGISTER TODAY

The WACUBO Annual Conference, May 3 – 6, 2015, JW Marriott Hotel & Spa Starr Pass, Tucson, AZ

To register for the
The WACUBO Annual Conference,
please **CLICK HERE**.

Early Bird Registration:

March 27, 2015 is the deadline for WACUBO Institutional members to qualify for the discounted rate of \$525.

After March 27, 2015, registration is \$575.

Rates:

Early Bird (payment received by March 27, 2015) **\$525**

Member (after March 27, 2015):	\$575
Non-Member of WACUBO:	\$700
Guest (non-institutional member)	\$300
Daily – Monday	\$300
Daily – Tuesday	\$300
Daily – Wednesday	\$ 75
Sunday Opening Reception and Banquet	\$125
Tuesday Member Appreciation Luncheon	\$ 50
Tuesday Annual Reception and Banquet	\$125

Online Registrations: The online registration process is powered by NACUBO. Please use your NACUBO login for access. It is available through our web page at <http://www.wacubo.org/events-and-programs/annual-conference.html>. The secure shopping cart is available for all payment options. Visa, MasterCard, and American Express are accepted. If your institution requires payment by check, a link is available at <http://www.wacubo.org/events-and-programs/annual-conference.html> to download and print a paper application. Please send the application and payment to Me'Shell Drigo at NACUBO at the address provided on the application.

If you have questions please contact Patricia Putnam, Associate Vice President (retired), University of San Diego, (858) 382-9307 (cell phone), or by email: poliver@sandiego.edu. Technical questions regarding the online process should be directed to Me'Shell Drigo at NACUBO, phone (202) 861-2516. Full payment must be submitted at the time of registration.

Guests: Guests are welcome to attend the Annual Meeting. The guest ticket includes access to conference sessions as well as the Sunday evening opening reception and dinner, Tuesday's luncheon and Tuesday's Annual Reception and Banquet. Individual meal tickets are also available for the events listed to the left.

Daily Conference Registration: Daily conference registration for Monday, Tuesday or Wednesday is available, please see listed cost to the left.

Polo shirts: Black polo shirts (with the conference logo) are available for purchase at a cost of \$35. This year both men's and women's sizes are available. More information is available through the registration system at www.wacubo.org/annualmeeting.

Business Partners: Corporate partners and/or subscriber members must register on our new Business Partner Center website at exhibits.wacubo.org. If you have any questions, you may contact Dean Calvo at (909) 607-3183 or by e-mail: dean.calvo@cgu.edu.

Refunds: Request for refunds will be honored if received by April 1, 2015, by written notification to the email address listed above for Patricia (Oliver) Putnam. No refunds will be made after that date for any reason, but substitutions are permitted at any time. There is a \$50 fee for all cancellations (no cancellation fee for guests if the primary registrant is also canceling.) Please notify WACUBO registration in advance (if possible) at the email listed above regarding substitutions.

Cancellations: In the event of Annual Conference cancellation in whole or part, registrants will be notified as soon as possible by WACUBO. WACUBO is not responsible for any travel or other expenses incurred by any participant due to a program cancellation.

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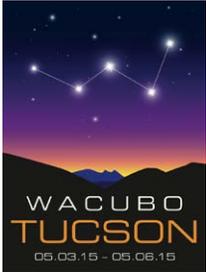
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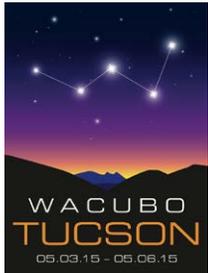
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