

## 2016 Annual Conference

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Lynn Valenter  
WACUBO President



Robert Moore  
Program Committee Chair



Teresa Costantinidis  
Host Committee Chair

Friends, Colleagues & Business Partners:

It is our pleasure to invite you to San Francisco for WACUBO's 2016 Annual Meeting, headquartered at the San Francisco Marriott Marquis. Volunteers from across the region have been working for over a year to make this event informative, relevant, and one to remember.

The Host Committee has worked to create an exciting series of special events and opportunities to make our Annual Meeting memorable and highlight the uniqueness and diversity of San Francisco. Our opening event at the California Academy of Sciences cannot be missed! Located in San Francisco's Golden Gate Park, the Academy is home to an aquarium, planetarium, natural history museum, and rainforest; it is one of the largest museums of natural history in the world!

Because we are each deeply familiar with the issues and pressures facing all of higher education today, the Program Committee has set out to do more than restate the known problems. Our curriculum will provide participants with effective solutions you can use to help lead your campuses through turbulent times. Now more than ever, our institutional business leaders must be responsive and proactive.

The goal of the Annual Meeting is to raise awareness of these challenges among 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.

Our business partners will play a strong role in this conference. At the Business Partner Showcase, you'll find experts in all areas of our operations. WACUBO would not be able to produce the Annual Meeting if it were not for the leadership and investment of our business partners.

We hope to see you in San Francisco!

Sincerely,

*Lynn Valenter*  
Lynn Valenter  
WACUBO President

*Robert Moore*  
Robert Moore  
Program Committee Chair

*Teresa Costantinidis*  
Teresa Costantinidis  
Host Committee Chair

### WACUBO is pleased to announce Dr. Condoleezza Rice will be our opening keynote speaker at the Annual Conference in San Francisco

Opening Speaker  
Monday  
April 25



Dr. Condoleezza Rice

Dr. Rice served as the first African American woman and only the second woman to hold the position of Secretary of State of the United States from January 2005-2009.

Dr. Rice has a long history with Stanford University and has been a professor of Political Science on Stanford's faculty since 1981. She is also currently the Denning Professor in Global Business and the Economy at the Stanford Graduate School of Business, and the Thomas and Barbara Stephenson Senior Fellow on Public Policy at the Hoover Institution. In addition, she served as Provost from 1993-1999. As Provost, she was responsible for a \$1.5 billion annual budget and the academic program involving 1,400 faculty members and 14,000 students. **Don't miss this incredible honor!**

Registration is now open! [Click here to register.](#)



The Western Association of College and University Business Officers (WACUBO) is registered with the National Association of State Boards of Accountancy (NASBA), as a Quality Assurance Service sponsor of continuing professional education. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding QAS program sponsors may be submitted to NASBA through its website: [www.learningmarket.org](http://www.learningmarket.org)

### Future Dates

**Seattle, WA**  
April 30 - May 3, 2017  
The Westin Seattle

**Anaheim, CA**  
April 29 - May 2, 2018  
Disneyland Hotel

**Vancouver, BC**  
May 5 - 8, 2019  
The Fairmont Hotel Vancouver

**San Antonio, TX**  
May 3 - 6, 2020  
San Antonio Marriott Rivercenter

**Anchorage, AK**  
May 23 - 26, 2021  
Hilton Anchorage  
Anchorage Marriott Downtown  
Dena'ina Convention Center



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### Lodging



**San Francisco Marriott Marquis | 780 Mission Street | San Francisco, CA 94102**

Discover the Downtown San Francisco Marriott Marquis Hotel which exudes an essence of modern luxury and the convenience of an extraordinary hotel in downtown San Francisco, CA. Just south of Market Street, this hotel in the SOMA district is next to the Moscone Convention Center and steps away from the Yerba Buena Gardens, renowned museums and cultural attractions, world-class shopping on Union Square, and AT&T Park, home of the San Francisco Giants. Enjoy inspiring penthouse views and cocktails at The View Lounge, bites and beverages at Bin 55 and breakfast daily at Mission Grille before retiring to luxuriously appointed San Francisco, CA hotel rooms and suites. Renowned as a meeting hotel in San Francisco, this business hotel provides flexible and expansive event venues to accommodate both grand and intimate San Francisco hotel receptions. Whether in town for business or pleasure, experience San Francisco at the Marriott Marquis hotel in San Francisco, CA where you're sure to leave your heart.

**Register for the 2016 WACUBO Annual Conference.**

### Directions from the Airport

There are many ways to get to the San Francisco Marriott Marquis, and WACUBO encourage you to take advantage of public transportation. For those traveling from SFO to the hotel, we encourage you to experience San Francisco and ride BART.

### Bay Area Rapid Transit (BART) from SFO

The SFO BART Station is located on the Departures/Ticketing Level of the International Terminal (Boarding Area G side). BART is easily accessed from any terminal by riding SFO's AirTrain to the Garage G/BART Station stop. There is no charge to board AirTrain.

For those taking BART to the Marriott Marquis, take the BART train to San Francisco, exiting at the Powell Street Station. Look for the exit to Market and Fourth Street. The Marriott Marquis is at 780 Mission Street at Fourth Street. It's about a 5 minute walk.

Fares can be purchased from the credit card vending machine at the station. A one-way trip from SFO to Powell Street Station is \$8.95.

### Taxis

Taxis depart from the designated taxi zones located at the roadway center islands, on the Arrivals/Baggage Claim Level of all terminals. Uniformed taxi coordinators are stationed at the taxi zones from 7:00 a.m. to 1:00 a.m. to assist passengers with questions or concerns. Ramp accessible taxis are available.

### Driving Directions

From San Francisco International Airport (SFO) to the San Francisco Marriott Marquis (780 Mission Street, San Francisco)

- Hwy 101 North to Hwy 80/Bay Bridge.
- Take the Fourth Street exit. Bear left on Bryant Street.
- Left on Third Street (one block). Left on Mission (four blocks).
- Right into the valet parking entrance (1/2 block).

### Rental Cars

San Francisco International Airport's Rental Car Center allows travelers to pick up and drop off rental cars at one convenient, central location. Alamo, Avis, Budget, Dollar, Enterprise, National and Thrifty car rental counters are located on the fourth floor of the SFO Rental Car Center. Hertz and Fox rental counters are located on the first floor.

Marriott Marquis offers valet-only parking for a rate of \$70.70 (inclusive) per day which includes in and out privileges.



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## 2016 Annual Conference

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Please join WACUBO for an exciting pre-conference workshop designed especially for those who are new to higher education!

**Gregg Goldman**

Our panel of experts include Lisa Frace, Associate Vice President for Planning and Budget at Arizona State University and Gregg Goldman, Senior Vice President for Business Services at The University of Arizona, plus other senior business officers.

This preconference workshop will introduce you to the world of higher education finance, including the intricacies of budget development and management and the nuances in financial reporting. The workshop will also explore higher education's system of decision making and provide an understanding of shared-governance—how it works, how to work effectively within it, and how to avoid landmines.

Spend time reflecting and focusing on how your transferrable private sector and other public sector experience can help you in your position and how the dynamics of operating the “business of higher education” can be very different.

Learn about the different “colors of money” in higher education, from state general funds, tuition funds, federal funds, grant and contract funds, college union funds, and many others! Gain a stronger understanding of the unique and consultative process of budgeting and financial reporting on a college campus.

Led by a team of experts with vast experience working both inside and outside of higher education, this exciting session will conclude with a panel discussion with a number of senior executives from a variety of institutions, including research, 4 year comprehensives, and community colleges, all representing a range of institutions small and large and public and private.

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**Monday | April 25**

### Condoleezza Rice


**Dr. Condoleezza Rice**

Condoleezza Rice is currently the Denning professor in Global Business and the Economy at the Stanford Graduate School of Business; the Thomas and Barbara Stephenson senior fellow on public policy at the Hoover Institution; and a professor of Political Science at Stanford University. She is also a founding partner of RiceHadleyGates, LLC.

From January 2005-2009, Rice served as the 66th Secretary of State of the United States, the second woman and first African American woman to hold the post. Rice also served as President George W. Bush's assistant to the President for national security affairs (National Security Advisor) from January 2001-2005, the first woman to hold the position. Rice served as Stanford University's provost from 1993-1999, during which she was the institution's chief budget and academic officer. As provost, she was responsible for a \$1.5 billion annual budget and the academic program involving 1,400 faculty members and 14,000 students. In 1997, she also served on the Federal Advisory Committee on Gender-Integrated Training in the Military. From 1989 through March 1991, Rice served on President George H.W. Bush's National Security Council staff. She served as director; senior director of Soviet and East European Affairs; and, special assistant to the President for national security affairs. In 1986, while an international affairs fellow of the Council on Foreign Relations, Rice also served as special assistant to the director of the Joint Chiefs of Staff.

As professor of Political Science, Rice has been on the Stanford faculty since 1981 and has won two of the highest teaching honors—the 1984 "Walter J. Gores Award for Excellence in Teaching" and the 1993 "School of Humanities and Sciences Dean's Award for Distinguished Teaching".

She has authored and co-authored numerous books, including two best sellers, *No Higher Honor: A Memoir of My Years in Washington* (2011) and *Extraordinary, Ordinary People: A Memoir of Family* (2010); *Germany Unified and Europe Transformed: A Study in Statecraft* (1995) with Philip Zelikow; *The Gorbachev Era* (1986) with Alexander Dallin; and *Uncertain Allegiance: The Soviet Union and the Czechoslovak Army* (1984).

Born in Birmingham, Alabama, Rice earned her bachelor's degree in Political Science, cum laude and Phi Beta Kappa, from the University of Denver; her master's degree from the University of Notre Dame; and her Doctor of Philosophy degree from the Graduate School of International Studies at the University of Denver.

Rice is a fellow of the American Academy of Arts and Sciences and has been awarded 11 honorary doctorates.

She currently resides in Stanford, California.

### Leroy M. Morishita


**Leroy M Morishita**

Leroy Morishita is the fifth president of California State University, East Bay. Prior to California State University, East Bay, Morishita served as Executive Vice President for Administration and Finance and CFO at San Francisco State University.

Dr. Morishita has more than 30 years of experience in higher education, as an educator and administrator. His career has included working in Massachusetts at the Institute on Computing in Schools at the Harvard Graduate School of Education, at Salem State College and at Tufts University. A native Californian, Morishita returned to California and held several senior administrative positions at SFSU before becoming President at CSU, East Bay.

Morishita earned his bachelor's degree in Psychology from the University of California, Berkeley; his master's degree in Counseling from San Francisco State University; and her Doctorate in Education in Administration, Planning and Social Policy from the Harvard Graduate School of Education.

### Alex Sheen


**Alex Sheen**

Alex Sheen is the founder of because I said I would, a social movement and nonprofit dedicated to bettering humanity through promises made and kept. Sparked by the loss of his father, Alex and his organization send "promise cards" to anyone anywhere in the world at no cost. Alex is someone who truly honors commitment. He once walked over 240 miles across the entire state of Ohio in 10 days to fulfill a promise. In just two years, because I said I would has sent over 3.15 million promise cards to over 153 different countries. The promises written on these cards have made headlines around the world. His charitable projects and awareness campaigns have been featured on ABC World News with Diane Sawyer, CNN, The Today Show, NPR, The Los Angeles Times and many other programs.

### Samuel Betances


**Samuel Betances**

Dr. Betances is a Senior Diversity Consultant, motivational speaker and workshop facilitator. His personal journey includes dropping out of school, growing up in violence and on welfare, to earning two graduate degrees from the Harvard Graduate School of Education.

Betances is passionate about social justice and increasing the cultural competencies of mission-driven teams for educating urban students from poverty to study and to graduate. He is the author of *Ten Steps to the Head of the Class: A Challenge for Students*; *Ten Steps to the Head of the Class: A Handbook for Middle School students and Winning the Future through Education: One Step at a Time*.

"Dr. B" as his students like to call him, taught Sociology at the former Chicago Teachers College (now, Northeastern Illinois University) for 25 years. He is bilingual, biracial and bicultural professional. His overall work experiences includes all U.S. States and territories, Japan, Korea, Costa Rica, Mexico and several other countries.

### Robert Quinn

Dr. Robert E. Quinn holds the Margaret Elliot Tracey Collegiate Professorship at the University of Michigan and serves on the faculty of Organization and Management at the Ross Business School. He is one of the co-founders and of the Center for Positive Organizations.

Quinn's research and teaching interests focus on leadership, organizational change and effectiveness and has published 18 books on these subjects. His best-selling book, *Deep Change* has sold over 100,000 copies. His book, *The Best Teacher in You* won the Ben Franklin Award designating it the best book in education for 2015. His latest book is *The Positive Organization: Breaking Free of Conventional Cultures, Constraints and Beliefs*.

He is particularly known for his work on the competing values framework. It has been used by organizations across the globe and thousands of managers have been trained in the use of the Framework. He has thirty-five years of experience consulting with major corporations and government agencies. He is a fellow of the Academy of Management and the World Business Academy.

Quinn earned his bachelor's degree in sociology and master's degree in sociology from Brigham Young University and his Doctorate in Organizational Behavior and Applied Behavioral Science at the University of Cincinnati.

### Jill Tiefenthaler


**Jill Tiefenthaler**

Jill Tiefenthaler became Colorado College's 13th president on July 1, 2011.

During her first two years, President Tiefenthaler began the extensive process that led to the strategic plan titled "The Colorado College Plan: Building on the Block." Over the course of her first 12 months, which she referred to as "The Year of Listening," she met with students, faculty, staff, and community members, and heard from hundreds of alumni and parents nationwide about their aspirations for the college. In year two, President Tiefenthaler worked with the campus and Board of Trustees to finalize a strategic plan that focuses primarily on providing additional support to realize the potential of the college's pioneering Block Plan, strengthening the college's profile as a distinctive place of learning, and extending the reach of the college.

Her third and fourth years at Colorado College have revolved around implementing the initiatives of the strategic plan.

Tiefenthaler is a leading scholar in the field of the economics of higher education, and is also regularly called on to speak about the value of the liberal arts. Her essay on the economic challenges for liberal arts colleges appears in *"Remaking College: Innovation and the Liberal Arts"* (Johns Hopkins University Press, October 2013), and she has offered her expertise on this issue in numerous presentations across the country. As professor of economics at the college, she regularly teaches a class in the department of economics.

Tiefenthaler received her Ph.D. in economics from Duke University. Prior to becoming President, she was Provost and an economics professor at Wake Forest University.


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### Sunday | April 24, 2016

8:30 a.m.-1:00 p.m. **Pre-Conference Workshop  
New to Higher Ed**  
This preconference workshop will introduce you to the world of higher education finance, including the intricacies of budget development and management and the nuances in financial reporting. The workshop will also explore higher education's system of decision making and provide an understanding of shared-governance—how it works, how to work effectively within it, and how to avoid landmines.



**Gregg Goldman**

Learn about the different “colors of money” in higher education, from state general funds, tuition funds, federal funds, grant and contract funds, college union funds, and many others! Gain a stronger understanding of the unique and consultative process of budgeting and financial reporting on a college campus.

Click [here](#) for more information about the Pre-Conference Workshop.

9:00 a.m.-3:00 p.m. **Golf Tournament**



Join us in San Francisco for the 2016 WACUBO Annual Golf Tournament, a day of golfing fun and networking with your colleagues. This year's venue is at the prestigious TPC Harding Park, this year's host of the 2015 WGC Match Play Championship won by Rory McIlroy. All golfers, young and old, beginners and experienced; here's your opportunity to golf on a course where the best pro golfers have competed in and will compete in future sanctioned

PGA tournaments. Experience what the pros experience when competing in major PGA golf tournaments. Feel what Rory felt in winning the WGC Match Play Championship this past May; and what the pros will experience competing in the 2020 PGA Championship and the 2025 President's Cup.

Click [here](#) for more information about the Golf Tournament.

6:30 p.m. – 9 p.m. **Opening Reception and Dinner**

### Tuesday | April 26, 2016

5:00 p.m. – 6:00 p.m. **Presidential Reception**  
Join outgoing President Lynn Valenter as she turns the gavel over to incoming President Jean Vock. Hosted wine, beer, and soft drinks. Hors d'oeuvres will be served.

6:00 p.m. – 9:00 p.m. **Dinner on Your Own**  
From casual eating at communal tables to Michelin-starred fine dining, San Francisco is home to a wealth of restaurants representing local and global cuisines, many just a short walk from the host hotel. Check out the options at <http://www.sanfrancisco.travel/explore/dining> and make a reservation to dine out with WACUBO friends.

9:00 p.m. – 11:00 p.m. **WACUBO After Dark / Closing Night Dance**  
After dinner, join WACUBO back at the Marriott for dessert and dancing to the sounds of the popular Bay Area cover band, Livewire. Livewire showcases an eclectic mix of songs from the 70s and 80s through current rock and dance hits. Hosted desert, wine, beer, and soft drinks.



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Welcome to the 2016 WACUBO Annual Conference San Francisco.

Click on a day below for a list of that day's sessions.

Sunday | Monday | Tuesday | Wednesday

### Session Track Legend

CPE-compliant educational sessions are organized into the following tracks to help attendees navigate the complete schedule. **Click on each track name to get a list of that track's sessions throughout the conference.**

-  **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.
-  **Human Resources**
-  **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**

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### WACUBO Annual Conference San Francisco SATURDAY, APRIL 23, 2016

Saturday | April 23

10 a.m. – 5 p.m. **Registration**

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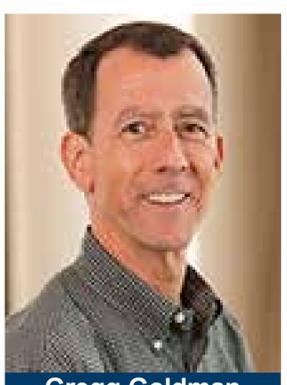


Sunday | April 24

8 a.m. – 5 p.m. **Registration**

8:30 a.m. – 1 p.m. **Pre-Conference Workshop  
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compete in future sanctioned PGA tournaments. Experience what the pros experience when competing in major PGA golf tournaments. Feel what Rory felt in winning the WGC Match Play Championship this past May; and what the pros will experience competing in the 2020 PGA Championship and the 2025 President's Cup.

Click [here](#) to register for the golf tournament.

2 – 4 p.m. **Concurrent Sessions I**  
Sessions to be announced.

4 – 6 p.m. **Business Partner Showcase Opening Event and Kickoff Social**

6 – 9 p.m. **Opening Event Reception and Dinner**





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## Monday | April 25

- 7 a.m. – 4:30 p.m. **Registration**
- 7:30 – 8:15 a.m. **Business Partner Showcase Breakfast Buffet**
- 8:30 – 10 a.m. **Welcome Address**

### Opening Keynote Speaker | Dr. Condoleezza Rice



**Dr. Condoleezza Rice**

Dr. Rice served as the first African American woman and only the second woman to hold the position of Secretary of State of the United States from January 2005-2009.

Dr. Rice has a long history with Stanford University and has been a professor of Political Science on Stanford's faculty since 1981. She is also currently the Denning Professor in Global Business and the Economy at the Stanford Graduate School of Business, and the Thomas and Barbara Stephenson Senior Fellow on Public Policy at the Hoover Institution. In addition, she served as Provost from 1993-1999. As Provost, she was responsible for a \$1.5 billion annual budget and the academic program involving 1,400 faculty members and 14,000 students.

- 10:30 – 11:45 a.m. **Concurrent Sessions II**  
Sessions to be announced.
- Noon – 1:30 p.m. **Lunch**
- 1:30 – 2:15 p.m. **Business Partner Showcase Dessert**
- 2:15 – 3:30 p.m. **Concurrent Sessions III**  
Sessions to be announced.
- 3:45 – 5 p.m. **General Session I**
- 4 – 4:45 p.m. **Business Partner "Thank You" Reception**
- 5 – 6 p.m. **Business Partner Showcase Wine & Cheese Reception**
- 6:30 – 8:30 p.m. **Dinner On Your Own**
- 8:30 – 11 p.m. **Sweets in the Suites**





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Tuesday | April 26

- 7:45 – 8:45 a.m.      **Business Partner Showcase Breakfast Buffet**
- 7:45 – 9 a.m.        **Primary Representatives' Breakfast—NACUBO Washington Update**
- 8 a.m. – 4 p.m.      **Registration**
- 9 – 10:15 a.m.      **General Session II**
- 10:15 – 11 a.m.     **Business Partner Showcase/Refreshment Break**
- 11 a.m. – Noon      **Concurrent Sessions IV**  
Sessions to be announced.
- Noon – 1:45 p.m.    **Member Appreciation Lunch**
- 1:45 – 2:45 p.m.    **Concurrent Sessions V**  
Sessions to be announced.
- 2:45 – 3:45 p.m.    **Business Partner Showcase/Refreshment Break**
- 3:45 – 5 p.m.        **General Session III**
- 5 – 6 p.m.            **Presidential Reception**  
Join outgoing President Lynn Valenter as she turns the gavel over to incoming President Jean Vock. Hosted wine, beer, and soft drinks. Hors d'oeuvres will be served.
- 6 – 9 p.m.            **Dinner on Your Own**  
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The Western Association of College and University Business Officers



# 2016 Annual Conference

EVENTS AND PROGRAMS > ANNUAL CONFERENCE

ORGANIZATION



April 24-27, 2016  
**WACUBO**  
 SAN FRANCISCO  
**WACUBO Annual Conference**  
**San Francisco**  
**WEDNESDAY, APRIL 26, 2016**

- ▶ About WACUBO
- ▶ Board of Directors
- ▶ Committees
- ▶ Membership
- ▶ Corporate Support

## Wednesday | April 27

- 8 – 8:45 a.m.      **Breakfast Buffet**
- 8:45 – 10 a.m.    **General Session IV**
- 10:15 – 11:30 a.m. **General Session V**
- 11:30 a.m. – Noon    **Closing Remarks**



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**April 24, 2016 • Shotgun start at 8:30 a.m.**

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**TPC Harding Park | 99 Harding Road | San Francisco, CA 94132**

Join us in San Francisco for the 2016 WACUBO Annual Golf Tournament, a day of golfing fun and networking with your colleagues. This year's venue is at the prestigious TPC Harding Park, this year's host of the 2015 WGC Match Play Championship won by Rory McIlroy. TPC Harding Park was added to the PGA TOUR's prestigious TPC Network of clubs in November of 2010, and has been the site for several PGA TOUR events such as, the WGC-American Express Championship in 2005, the President's Cup in 2009, and the Charles Schwab Cup Championship in 2010, 2011, 2012 and 2013. It has already been selected to host the 2020 PGA Championship and The Presidents Cup again in 2025.

All golfers, young and old, beginners and experienced; here's your opportunity to golf on a course where the best pro golfers have competed in and will compete in future sanctioned PGA tournaments. Experience what the pros experience when competing in major PGA golf tournaments. Feel what Rory felt in winning the WGC Match Play Championship this past May; and what the pros will experience competing in the 2020 PGA Championship and the 2025 President's Cup. Don't miss out on this unique opportunity to golf on one of the nation's most prestigious golf courses.

**Register for the 2016 WACUBO Annual Conference.**



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