

# WACUBO 2019 Program Brochure

## BEYOND BOUNDARIES





GREETINGS  
EVERYONE!

We welcome you all to the **2019 WACUBO Annual Conference** in the beautiful city of Vancouver, Canada!

This international conference features outstanding keynote speakers, dynamic panel presentations and concurrent sessions at the iconic Fairmont Hotel Vancouver, located in the heart of this destination city, surrounded by the mountains, ocean, fantastic dining and sightseeing.

Our theme of *Beyond Boundaries* focuses on innovative programming to expand our individual and institutional capabilities to successfully meet the ever-growing challenges facing higher education today.

In addition to the conference program, there will be plenty of opportunities to connect and re-engage with our colleagues and business partners, starting with a welcome reception and dinner at the wonderful Vancouver Aquarium in Stanley Park, Business Partner Showcase and WACUBO After Dark.

With so much to see, learn, and do, we hope you fully enjoy the conference and enjoy Vancouver!



**Arch Asawa**  
WACUBO President



**Ruth Johnston**  
Program Committee Chair



**Harold Hewitt**  
Host Committee Chair and Business  
Partner Steering Committee Chair



**John Cebula**  
Business Partner Showcase Chair

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Capilano Suspension Bridge



## Susan Cain

*Author*

Susan Cain is the co-founder of Quiet Revolution LLC and the author of the award-winning New York Times bestseller *Quiet: The Power of Introverts in A World That Can't Stop Talking*, which has been translated into thirty-six languages, has appeared on many "Best of" lists, and was named the #1 best book of the year by Fast Company magazine, which also named Ms. Cain one of its Most Creative People in Business. Ms. Cain's book was the subject of a TIME Magazine cover story, and her writing has appeared in the *The New York Times*, *The Atlantic*, *The Wall Street Journal*, and many other publications. Her record-smashing TED talk has been viewed over 11 million times, and was named by Bill Gates one of his all-time favorite talks. Ms. Cain has also spoken at Microsoft, Google, the U.S. Treasury, the S.E.C., Harvard, Yale, West Point and the US Naval Academy. She received Harvard Law School's Celebration Award for Thought Leadership, the Toastmasters International Golden Gavel Award for Communication and Leadership, and was named one of the world's top 50 Leadership and Management Experts by Inc. Magazine. She is an honors graduate of Princeton and Harvard Law School.

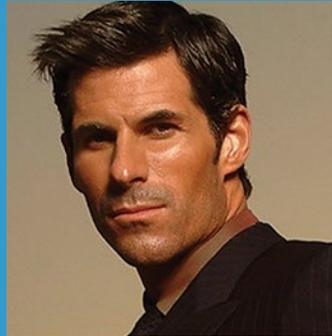


## Robert Birgeneau

*Professor and Former Chancellor* | University of California, Berkeley

Robert J. Birgeneau became the ninth Chancellor of the University of California, Berkeley, on September 22, 2004 serving until May 31, 2013. An internationally distinguished physicist, he is a leader in higher education and well known for his commitment to diversity and equity in the academic community. During his service as Chancellor, Dr. Birgeneau strengthened UC Berkeley's standing as one of the top few universities, public or private, in the world. Under his leadership Berkeley became the first university in the United States to offer comprehensive financial aid to undocumented students and the first public university to provide significant financial aid to middle class students. Before coming to Berkeley, Dr. Birgeneau served four years as President of the University of Toronto. He previously was Dean of the School of Science at the Massachusetts Institute of Technology, where he spent 25 years on the faculty. He is a fellow of the U.S. National Academy of Sciences, the Royal Society of London, the American Philosophical Society and other scholarly societies. He has received many awards for teaching and for his research on the fundamental properties of materials. At Berkeley, Dr. Birgeneau holds the Arnold and Barbara Silverman Distinguished Chair in the Departments of Physics, Materials Science and Engineering and Public Policy. He and his wife, Mary Catherine, have four grown children and twelve grandchildren.





**Dr. Robert Barrett**  
*Social Scientist and Consultant*

Dr. Robert Barrett is an internationally recognized commentator on human behavior. His work on change and performance has resulted in several award-winning projects in the fields of medical education, surgical team performance, industrial safety, and astronaut training. Dr. Barrett has won 14 major academic awards and has been featured on over 50 television and radio interviews for his perspectives on conflict, group dynamics, and behavior.



**Douglas Todd**  
*Journalist | Vancouver Sun*

Douglas Todd is a highly decorated journalist and newspaper columnist. Writing mainly for *The Vancouver Sun* newspaper and *Postmedia News* in Canada, as well as *Readers Digest*, he has received 32 national and international journalism prizes, including on the subjects of science, health, spirituality, philosophy, diversity, psychology and ethics. His blog garners more than one million views a year ([www.vancouver.sun.com/douglastodd](http://www.vancouver.sun.com/douglastodd)). He is the author of two books and editor of *Cascadia: The Elusive Utopia - Exploring the Spirit of the Pacific Northwest*.



## Paul Russell

Professor | Lund University and University of British Columbia

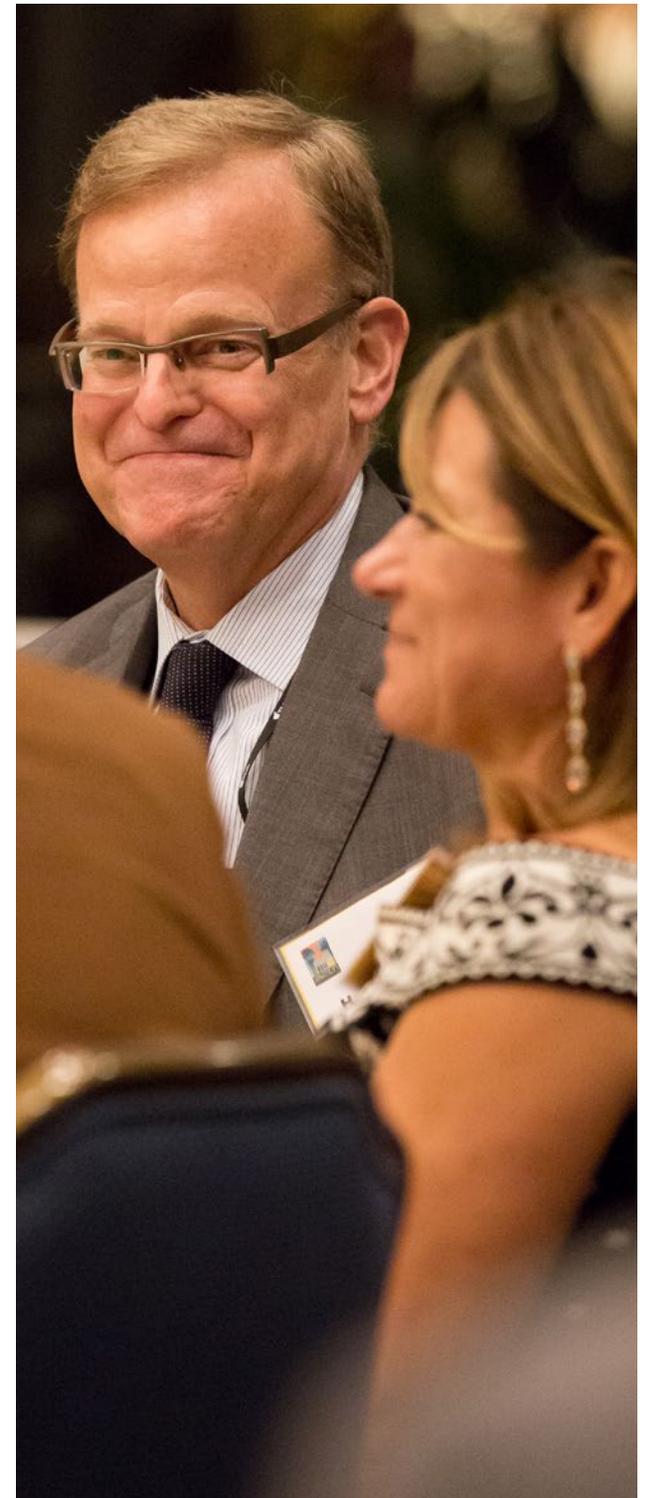
Dr. Paul Russell is a Professor in the Department of Philosophy at Lund University, where he is Director of the Lund|Gothenburg Responsibility Project (LGRP). He is also a Professor of Philosophy at the University of British Columbia, where he has taught since 1987. Among the various honors and awards he has received are a Fowler Hamilton Visiting Fellowship at Christ Church, Oxford University (2010) and the Journal of the History of Philosophy prize for best book published in the history of philosophy in 2008. His most recent book is *The Limits of Free Will*, a volume of selected essays on the topic of free will and moral responsibility. Along with his academic publications, Dr. Russell has also published opinion pieces and reviews in a variety of venues including, *The Globe & Mail*, *The Vancouver SUN*, *The Times Literary Supplement*, and *AEON*.



## Sigal Ben-Porath

Professor of Literacy, Culture and International Education  
University of Pennsylvania

Sigal Ben-Porath received her doctorate in political philosophy from Tel-Aviv University in 2000, after which she joined Princeton University's Center for Human Values as a post-doctoral fellow. In 2004 she moved to the University of Pennsylvania where she is currently a professor of education, philosophy and political science. Her most recent book is *Free Speech on Campus* (Penn Press, 2017), and her previous books include *Citizenship under Fire: Democratic Education in Times of Conflict* (2006) and *Tough Choices* (2010), both from Princeton University Press. She serves on the board of the Mitchell Center for the Study of Democracy, as well as the Teachers Institute of Philadelphia. She has been chairing Penn's Committee on Open Expression since 2015.





## Catherine Rampell

Journalist and Columnist | The Washington Post

One of America's youngest nationally syndicated columnists, *The Washington Post's* Catherine Rampell takes a straight-on, data-driven approach to the most intriguing areas of economics, public policy, politics and culture. Ms. Rampell combines sharp analysis, high level humor and insightful observations punctuated by cold facts and unbiased data. Known for addressing mixed audiences that can be at polar ends of the political spectrum, Ms. Rampell deploys data and logic to spark dialog and highlight common ground. Before joining *The Post*, Ms. Rampell worked as an economics reporter and editor for *The New York Times* and guest columnist for the Sunday Magazine's "It's the Economy" column. She is a regular guest on Marketplace's "Weekly Wrap," and has appeared on shows on MSNBC, CNN, Fox News, MTV, PBS, NPR, CNBC, CBS News, ABC News, C-Span, and the BBC, among others. Honored by her peers, Ms. Rampell is the recipient of the Weidenbaum Center Award for Evidence-Based Journalism and The Society of American Business Editors and Writers blog award and is a two-time Gerald Loeb Award finalist. She is a Phi Beta Kappa graduate of Princeton University, where she worked as a research assistant to economist Alan Krueger.



## Dr. Judy Sakaki

President | Sonoma State University

Dr. Judy K. Sakaki is the seventh President of Sonoma State University and is the first Japanese-American woman in the nation to lead a four-year college or university. Since becoming president in July 2016, Dr. Sakaki has focused the campus on students and student success. With nearly 10,000 students, Sonoma State has a strong reputation for excellence in teaching and learning. Dr. Sakaki has more than 30 years of experience in higher education with an impressive track record of achievement and collaboration. Prior to Sonoma State, she served as Vice President for Student Affairs for the University of California-Office of the President, Vice Chancellor for Student Affairs at UC Davis and Vice President of Student Affairs and Dean of Students at Fresno State. An Oakland native, Dr. Sakaki is a first generation college student, earning her Bachelor's degree in human development and Master's degree in educational psychology, both from California State University, East Bay. She earned her Ph.D. in education from UC Berkeley while a single mom of two sons.



## PRE-CONFERENCE WORKSHOP #1

**SUNDAY, MAY 5, 2019** | 9:00 AM – NOON  
**\$100** (PRE-REGISTRATION REQUIRED)

### HAVE YOU PACKED YOUR PASSPORT SKILLS?

**Diane Fennig**

*Senior Consultant, The Human Capital Group Inc.*

Travel for this WACUBO Annual Meeting- Beyond Boundaries, will require a Passport. To travel forward in your career, mastering the essential skills in the areas of Gratitude, Grit and Gravitas will become your flight insurance. Make a commitment to yourself to join your colleagues on Sunday morning for this interactive Pre-Conference Professional Development. Attendees will also enjoy the benefit of one-on-one coaching with our Flight Crew to assist with the navigation toward the next journey.

## PRE-CONFERENCE WORKSHOP #2

**SUNDAY, MAY 5, 2019** | 9:00 AM – NOON  
**\$100** (PRE-REGISTRATION REQUIRED)

### CULTIVATING RESILIENCY AND BOLDNESS

**Howard Teibel**

*Founder and President, Teibel Education Consulting*

Boldness is a choice. It lives in that intersection of realism with uncompromising conviction and action. Most of us recognize boldness when we see it but all of us recognize the challenge of being bold in higher education. The risk of failure is great. But while the work of cultivating resiliency and boldness is challenging, it can be learned. In this session, we will explore ways to show up for others that produce inspiration and motivation to work toward a common purpose and will examine the qualities of leaders who move the needle in their industries, from Jeff Bezos to Steve Jobs and others.

Our exploration together will include conversation and exercises around:

- What does it mean for your people to bring loyalty to leaders as well as to the mission?
- How do we build practices that promote true collaboration over simple cooperation?
- How do we navigate academic, administrative, and trustee concerns proactively?
- How does emotional resilience impact our effort to lead change?



## Harbour Cruise

**SUNDAY, MAY 5, 2019** | 7:45 AM – 1:15 PM

**LOCATION:** Harbour Cruises Ltd.

501 Denman Street, Vancouver, BC V6G 2W9, Canada



The Indian Arm Brunch Cruise aboard the MV Harbour Princess is a fabulous, 4-hour scenic tour

along a beautiful coastal mountain fjord. Nestled within the Coast Mountain range, the area was once heavily glaciated, leaving behind a spectacular landscape featuring lush green forests protecting this inlet from the open ocean. Admire magnificent vistas as you sail past waterfront homes, pristine Silver Falls, and privately owned islands. Look out for native wildlife, including bears and bald eagles. The cruise is accompanied by a delicious west-coast themed brunch buffet. Special entrees are available for guests with specific dietary requirements. The MV Harbour Princess has two fully-enclosed decks plus an upper, viewing deck. A minimum of 75 registered guests are required for this cruise.

### **\$100 PER PERSON**

Reservations need to be made and paid for by April 15, 2019.

Charter buses will provide transportation from the Fairmont Vancouver Hotel to the harbour. Buses will begin boarding at 7:45 AM and will depart the hotel at 8:00 AM. The Harbour Cruise will begin boarding at 8:15 AM and will depart at 8:45 AM. The vessel will return to the harbour at 12:45 PM where charter buses will pick up and return to the Fairmont Vancouver Hotel by 1:15 PM.



# WELCOME RECEPTION & DINNER



## WELCOME RECEPTION & DINNER

SUNDAY, MAY 5, 2019, 6:30 PM – 9:30 PM



A sanctuary in the heart of Stanley Park, the Vancouver Aquarium is home to thousands of incredible ocean species and amazing aquatic life. It is also the spectacular

location for our 2019 WACUBO Annual Conference Welcome Reception and Dinner. You'll enjoy an evening of amazement as you have an opportunity to discover over 50,000 animals and 30+ unique exhibits that call the Vancouver Aquarium home.

## OTHER SPECIAL CONFERENCE EVENTS

### PRE-CONFERENCE WORKSHOPS

SUNDAY, MAY 5, 2019 | 9:00 AM – Noon

### HARBOUR CRUISE (Optional Excursion)

SUNDAY, MAY 5, 2019 | 7:45 AM – 1:15 PM

### MEMBER APPRECIATION LUNCHEON

TUESDAY, MAY 7, 2019 | 11:45 AM – 1:30 PM

### PRESIDENT'S TOAST

TUESDAY, MAY 7, 2019 | 5:00 PM – 6:30 PM

### WACUBO AFTER DARK

TUESDAY, MAY 7, 2019 | 8:30 PM – 11:30 PM





## FRIDAY, MAY 3

9:00 AM – 5:00 PM | **WACUBO BOARD MEETING**

## SATURDAY, MAY 4

10:00 AM – 4:30 PM | **REGISTRATION**

10:00 AM – 4:30 PM | **CYBER CAFÉ**

10:00 AM – 4:30 PM | **SERVICE PROJECT**

## SUNDAY, MAY 5

7:45 AM – 8:15 AM | **TRANSPORTATION TO HARBOUR CRUISE**

8:45 AM – 12:45 PM | **HARBOUR CRUISE** (Optional Excursion)

8:00 AM – 6:00 PM | **REGISTRATION**

8:00 AM – 6:00 PM | **CYBER CAFE**

8:00 AM – 6:00 PM | **SERVICE PROJECT**

9:00 AM – Noon | **PRE-CONFERENCE WORKSHOP #1 | Have You Packed Your Passport Skills?**

**Diane Fennig**, *Senior Consultant*, The Human Capital Group, Inc.

Travel for this WACUBO Annual Meeting- Beyond Boundaries, will require a Passport. To travel forward in your career, mastering the essential skills in the areas of Gratitude, Grit and Gravitas will become your flight insurance. Make a commitment to yourself to join your colleagues on Sunday morning for this interactive Pre-Conference Professional Development. Attendees will also enjoy the benefit of one-on-one coaching with our Flight Crew to assist with the navigation toward the next journey.

### Learning Objectives

1. Utilize role play to set the stage by the participants.
2. Describe essential skills or soft skills through the lens of Gravitas, Grit and Gratitude.
3. Practice through continued interaction to engage and try on these new skills for success.
4. Create a plan and commitment for mastery.

**Field of Study** – Personal Development

**CPE Credits** – 3.5



Indian Arm



9:00 AM – Noon

## PRE-CONFERENCE WORKSHOP #2 | Cultivating Resiliency and Boldness

**Howard Teibel**, *Founder and President*, Teibel Education Consulting

Boldness is a choice. It lives in that intersection of realism with uncompromising conviction and action. Most of us recognize boldness when we see it but all of us recognize the challenge of being bold in higher education. The risk of failure is great. But while the work of cultivating resiliency and boldness is challenging, it can be learned. In this session, we will explore ways to show up for others that produce inspiration and motivation to work toward a common purpose and will examine the qualities of leaders who move the needle in their industries, from Jeff Bezos to Steve Jobs and others.

Our exploration together will include conversation and exercises around:

- What does it mean for your people to bring loyalty to leaders as well as to the mission?
- How do we build practices that promote true collaboration over simple cooperation?
- How do we navigate academic, administrative, and trustee concerns proactively?
- How does emotional resilience impact our effort to lead change?

### Learning Objectives

1. Apply a Beginner's mindset into your work and others' that move people to experimentation and away from fear of failure.
2. Integrate powerful speech acts into your vocabulary to invent the future with others through language.
3. Recognize and cultivate moods that open possibilities for others.
4. Discuss strategies that accelerate producing value for your higher education customers.

**Field of Study** – Personal Development

**CPE Credits** – 3.5

2:00 PM – 5:00 PM

## WACUBO MENTORING PROGRAM

2:30 PM – 3:45 PM

### CONCURRENT SESSION 1

**Tuition Policy: Paving the Path of Student Success** | *Tales from the Front*

**Edward DesPlas**, *Executive Vice President*, San Juan College

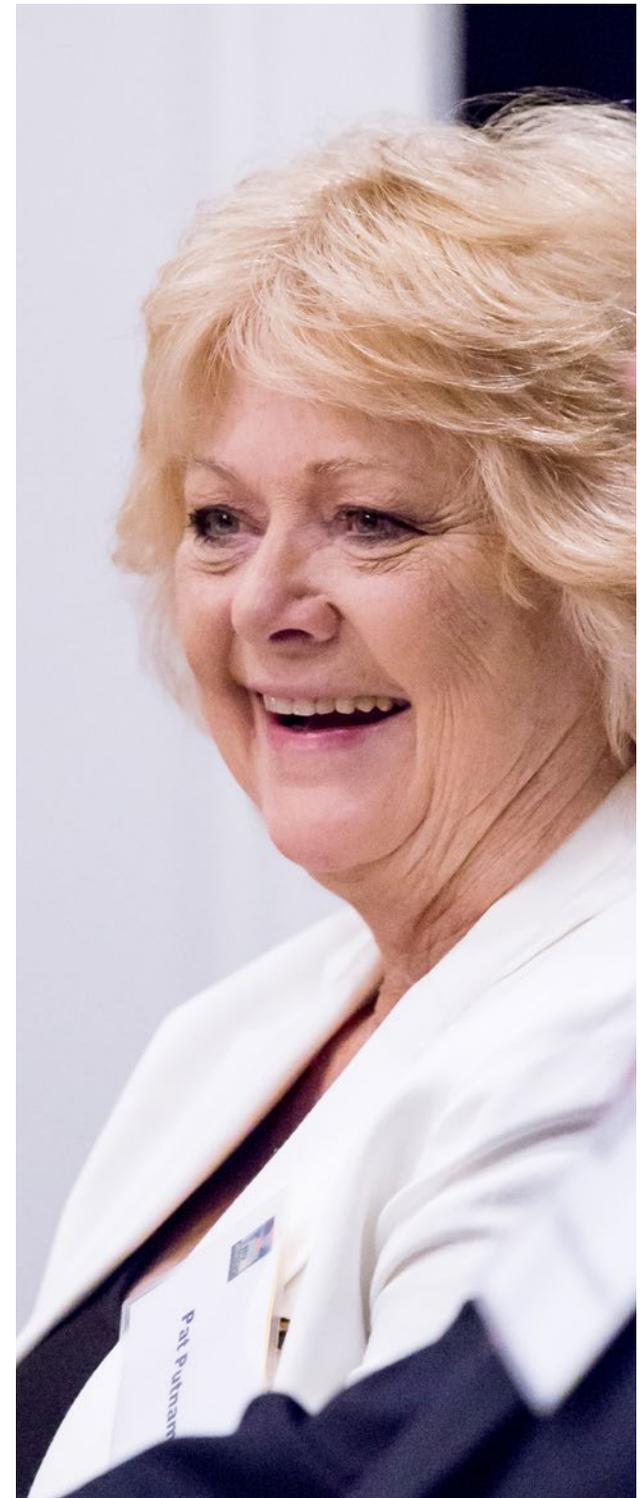
Pathways to student success must be paved with financial resources through effective policy governance. San Juan College's Board collaborated with college leadership to craft a policy causing tuition rate planning and management to be strategic and pivotal in the college's revenue mix and a cornerstone in providing for the college's financial sustainability.

### Learning Objectives

1. Identify how student pathways to success must be paved with appropriate financial resources provided by effective policy governance.
2. Recognize the Board's responsibility to provide financial resources for college operations and pathways to student success.
3. Examine key factors to which effective strategic tuition rate planning and management can be tied.
4. Evaluate how to collaboratively craft a tuition rate policy that balances student accessibility and college financial sustainability.

**Field of Study** – Management Services

**CPE Credits** – 1.5





2:30 PM – 3:45 PM

## CONCURRENT SESSION 2

### WACUBO Comprehensive, Doctoral and Research Institutions Committee (CDRIC)

This session's themes were selected by the Comprehensive, Doctoral and Research Institutions Committee. Join your colleagues for a one-of-a-kind, interactive learning and networking opportunity! Bring your business cards to share during roundtable conversations led by members of Comprehensive, Doctoral and Research Institutions Council (CDRIC) Choose from an assortment of subjects, such as How Do You Live Your Strategic Plan?, Higher Ed 2025: How Do We Get There?, and more. Get answers to questions you have always wanted to ask from the collective wisdom of your peers.

#### Learning Objectives

1. Connect with peers to discuss current challenges to our campuses including organizational structures, management and fiscal planning, and current administrative practices.
2. Evaluate new approaches to management planning and handling issues on campus.
3. Solve problems relevant to comprehensive and doctoral institutions.
4. Identify business management strategies to plan for the next 10-20 years.

**Field of Study** – Specialized Knowledge

**CPE Credits** – 1.5

2:30 PM – 3:45 PM

## CONCURRENT SESSION 3 | WACUBO Small Institutions Committee

This session's themes were selected by the Small Institutions Committee and will address issues specific to small colleges or universities (typically defined as fewer than 5000 students). The session will begin by engaging attendees in identifying the top issues, challenges and trends facing small institutions today. Attendees will then have the choice to join a series of break-out group discussions on these topics that will be facilitated by members of the Small Institutions Council.

#### Learning Objectives

1. Identify the top issues, challenges and trends facing small institutions.
2. Discuss how other institutions are addressing these issues, challenges and trends.
3. Employ strategies, uncovered through group discussion, on how best to approach and attend to these issues, challenges and trends.
4. Utilize a network of colleagues as resources for navigating effectively through these issues, challenges and trends at their individual campuses.

**Field of Study** – Specialized Knowledge

**CPE Credits** – 1.5





2:30 PM – 3:45 PM

## CONCURRENT SESSION 4 | WACUBO Community Colleges Committee

This session's themes were selected by the Community Colleges Committee. Round-table discussions will focus on Navigating the Future Enrollment Trends in Community Colleges. Topics may include managing budget reductions, long-range planning, mitigating risks, energy and sustainability, and open access.

### Learning Objectives

1. Identify energy and sustainability efforts which add value to intuitions.
2. Define Open Educational Resources (OER) and impact for students.
3. Examine educational and campus master plans to achieve the overall strategic plan.
4. Discuss long-range planning, managing budgets, and mitigating associated risks.

**Field of Study** – Business Management & Organization

**CPE Credits** – 1.5

2:30 PM – 3:45 PM

## CONCURRENT SESSION 5

### Collaborative Identity: Securing Resources and Fostering Collaboration Across Universities

*Sara Jeanes, Cloud Services Program Manager and Architect, Internet2*

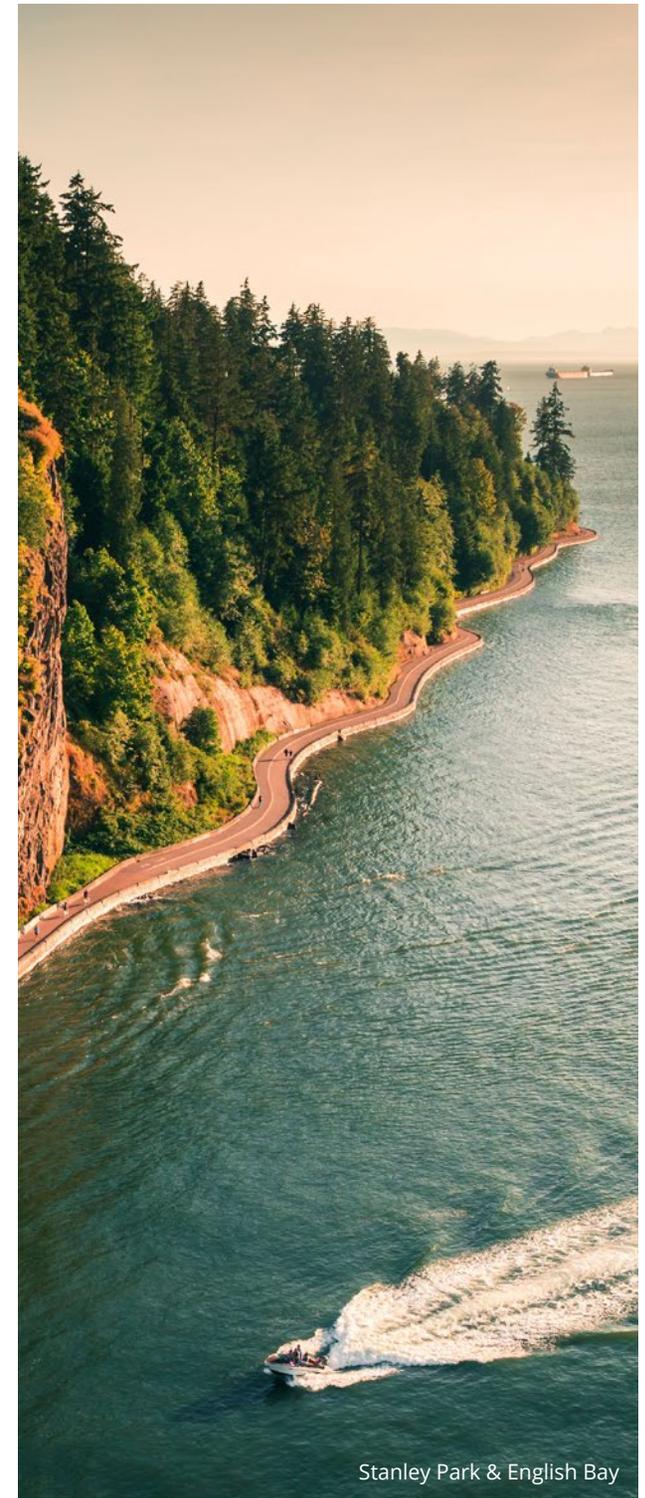
Identity is both who you are, and what resources you can access. Your digital identity permits you to log in and access university services, from your email to your course management system. As enterprise technology systems are increasingly run in the cloud, and mobile access becomes the expectation, the borders of the institutions are increasingly extended. Added to this evolution of technology, scholars regularly collaborate with their peers at other institutions, and increasingly students and staff need to access resources at other campuses (such as a student taking a course for credit at a different school, or a jointly offered certification program). This presentation will describe what identity is, and why it is important for a university to manage this technology on behalf of their students, faculty and staff. Campus management of digital identity is more possible than ever before thanks to emerging technologies and the work of the higher education community.

### Learning Objectives

1. Define what digital identity is, and a few examples of how it is typically used and implemented on a college campus (e.g., how students' and parents' digital identities differ).
2. Discuss the basic concepts of groups and attributes, and how these can be tied to the lifecycle of an employee on campus to secure digital resources.
3. Examine the role digital consent plays in being compliant with the European Union's General Data Protection Regulation (GDPR) and California's new privacy law.
4. Assess how a university-managed digital identity can be used to foster collaboration and access to resources among multiple institutions.

**Field of Study** – Information Technology

**CPE Credits** – 1.5



Stanley Park & English Bay



2:30 PM – 3:45 PM

## CONCURRENT SESSION 6 | Leading People Beyond Boundaries

**Dan Schwab**, *Consultant*, Dan J. Schwab Consulting

A necessary and useful complement to anyone's professional expertise is an ability to lead within their profession and organization. Research conducted in more than 80 countries has indicated that the skills of effectively influencing others can be well defined and effectively taught—though too frequently the acquisition and mastery of these skills are left to chance.

In this highly engaging session we will explore an evidence-based model that focuses on the behaviors of an effective leader, and that provides practical how-to tips on making more of an impact in any organization.

### Learning Objectives

1. Recognize the behaviors of effective leaders as revealed by research conducted worldwide.
2. Identify a common vocabulary for making leadership part of their everyday work.
3. Assess their current strengths as leaders, and identify opportunities to further refine these skills.
4. Discuss resources for further study in the development and application of leadership behavior.

**Field of Study** – Personal Development

**CPE Credits** – 1.5

2:30 PM – 3:45 PM

## CONCURRENT SESSION 7 | Campus Business Officer Benchmarking Tool

**Gregory J. Deppong**, *Controller*, Michigan State University

**Patrick J. Wamsley**, *Chief Financial Officer*, Medical University of South Carolina

National databases contain a wealth of data that can be useful for making resource allocation decisions that assist you in driving institutional effectiveness. More than ever, business officers are facing critical decisions regarding resource allocation in light of increasing demands for accountability. Using national databases can provide essential data to guide these decisions. In this session, attendees will learn how databases such as IPEDS and the Campus Benchmarking Initiative can serve these purposes through application of peer data analysis.

### Learning Objectives

1. Define strategies to compare institutional operations with geographically or categorically similar institutions.
2. Identify strategies to evaluate financial operations in comparison with select institutions.
3. Discuss strategies to improve outside relationships and perceptions of your institution.
4. Examine the role that both Data analytics and Technology play in communicating results of operations.
5. Identify the value of data in existing national databases.
6. Recognize how analysis of expenditure data can guide decision making to improve institutional effectiveness.
7. Demonstrate how analysis of peer institution data can improve decision-making.

**Field of Study** – Specialized Knowledge

**CPE Credits** – 1.5

# CONFERENCE SCHEDULE



4:00 PM – 5:30 PM

**BUSINESS PARTNER SHOWCASE OPENING EVENT AND KICKOFF SOCIAL**

6:00 PM – 6:45 PM

**TRANSPORTATION TO VANCOUVER AQUARIUM**

6:30 PM – 9:30 PM

**WELCOME RECEPTION AND DINNER**

A sanctuary in the heart of Stanley Park, the Vancouver Aquarium is home to thousands of incredible ocean species and amazing aquatic life. It is also the spectacular location for our 2019 WACUBO Annual Conference Welcome Reception and Dinner. You'll enjoy an evening of amazement as you have an opportunity to discover over 50,000 animals and 30+ unique exhibits that call the Vancouver Aquarium home.





## MONDAY, MAY 6

7:00 AM – 5:00 PM

**REGISTRATION**

7:00 AM – 5:00 PM

**CYBER CAFÉ**

7:15 AM – 8:00 AM

**BUSINESS PARTNER SHOWCASE BREAKFAST**

8:15 AM – 8:45 AM

**WELCOME ADDRESS**

The 2019 WACUBO Annual Conference will be welcomed with an Indigenous prayer by Elder Margaret. We will then hear from WACUBO's President, Arch Asawa; Host Committee Chair, Harold Hewitt; and Program Committee Chair, Ruth Johnston.

8:45 AM – 10:00 AM

**KEYNOTE SESSION 1**

**Quiet: How to Harness the Strengths of Introverts to Transform How We Work, Lead and Innovate**  
Susan Cain, *Author*

Did you know that introverted leaders often deliver better results than extroverts? That the most spectacularly creative people tend to be introverts? That the most innovative thinking happens alone and not in teams? One of the central challenges of any business is to bring out the best in its employees. Yet when it comes to introverts—who make up a third to a half of the workforce—our leadership strategy mainly consists of asking them to act like extroverts. This is a serious waste of talent and energy. In this talk, Susan Cain will show that introverts think and work in ways that are crucial to the survival of today's organizations. Drawing on her original research and the latest in neuroscience and psychology, Cain will radically change your view of the best way to develop leaders, manage teams, make smart hires and stimulate innovation.

**Learning Objectives**

1. Examine how to navigate dominant cultural norms that idealize extroverted personality type.
2. Discuss the strengths and weaknesses of both extroverts and introverts as it relates to leadership and the classroom.
3. Assess the challenges and benefits of different forms of collaboration in organizations.
4. Review types of learning and working environments and who they benefit.

**Field of Study** – Personal Development

**CPE Credits** – 1.5

10:00 AM – 10:45 AM

**BUSINESS PARTNER SHOWCASE REFRESHMENT BREAK**





10:45 AM – Noon

## CONCURRENT SESSION 8

### Women Supporting Women | *Tales from the Front*

**Joanne Wamsley**, *Vice President for Finance and Deputy Treasurer*, Arizona State University

**Lisa Frace**, *Chief Finance and Budget Officer*, University of California, Davis

**Lisa Loo**, *Vice President of Legal Affairs and Deputy General Counsel*, Arizona State University

**Nichol Luoma**, *Associate Vice President of University Business Services and Sustainability*

*Operations Officer*, Arizona State University

**Nicole Taylor**, *Vice President of Strategic Fundraising*, Arizona State University

Ten years ago, a small group of senior women at Arizona State University convened a monthly lunch meeting with colleagues across functions to provide a networking opportunity. Over time, the group grew to more than 25 members, and has served to enable better collaboration and professional development for participants. Initially intended to be an opportunity to create a collegial support network, the group has delivered substantially greater benefits, including enabling better cross-functional work productivity, improved collaboration, and better on-boarding of new, highly talented members. In addition, most of the women on this panel are highly involved in external, professional development organizations, and the relationships have supported one another and provided opportunity and guidance as some entered leadership roles.

#### Learning Objectives

1. Recognize why developing networking relationships is critical to personal and professional success.
2. Assess the improved business activity that is possible from participating in the network, and the benefit to their institution.
3. Discuss how to establish such a networking group on their own campus.

**Field of Study** – Personal Development

**CPE Credits** – 1.5





10:45 AM – Noon

## CONCURRENT SESSION 9

### Campus Master Planning: The Art of Balance, Tension and Compromise

**Bill Ward**, *Vice Chancellor of Facilities*, Pima Community College

**Kelly Snyder**, *Assistant Vice Chancellor of Government and Community Relations*, University of Washington, Bothell

This session offers two approaches to master planning. The University of Washington Bothell (UWB) and Pima Community College (PCC) are veteran institutions of modern, complex campus master planning. Co-located with Cascadia College, UWB undertook a comprehensive campus master plan and environmental impact statement that fully engaged the city of Bothell, the on-campus community, campus neighbors and broader community. The plan accommodated newly acquired property, new uses such as housing, revised development regulations, land use and permit development processes while engaging a wide range of interest groups.

To address compounding challenges, PCC took a unique approach by integrating the educational and facilities master planning processes. The resulting Educational and Facilities Master Plans are exceeding expectations in realigning, repositioning, and transforming the College and demonstrates the value in intersecting these plans by focusing on enhancing student success outcomes, such as engaging partners to match education and training with jobs, incorporating current labor market information; building local, regional, and national partnerships; working with industry subject matter experts to help develop in-depth competency-based curricula and credentials; and creating guided educational pathways.

#### Learning Objectives

1. Define the project partners and discuss the structure of an effective leadership team.
2. Formulate how to motivate partners to participate.
3. Analyze how to guide difficult decisions such as program and space consolidation/review.
4. Discuss broad based community engagement strategies.
5. Examine how to align educational and campus master plans into the overall strategic plan.
6. Demonstrate the ability to successfully initiate more provocative ideas and strategies in the master planning process.

**Field of Study** – Specialized Knowledge

**CPE Credits** – 1.5





10:45 AM – Noon

**CONCURRENT SESSION 10 | Revolutionizing a Job Architecture**

**Jan Myers**, *Director of Compensation, University of Arizona*

A strategic and transparent compensation structure supports talent acquisition and enhances retention and employee engagement. But how does an organization move from a more traditional compensation model to an innovative approach that supports career mobility, market competitiveness, and compensation equity? This session will review how the University of Arizona used a grassroots and crowdsourced strategy to create buy-in to completely revamp its job architecture and compensation strategy.

**Learning Objectives**

1. Identify market based compensation principles and practices.
2. Discuss how to apply change management techniques and communication strategies to engage key stakeholders.
3. Assess how a sound compensation architecture can support effective pay equity analysis.

**Field of Study** – Management Services

**CPE Credits** – 1.5

10:45 AM – Noon

**CONCURRENT SESSION 11  
Higher Education Accreditation: Trends and Institutional Impacts**

**Mac Powell**, *Senior Fellow, Commission on Colleges and Universities*

Pressures for higher education reform, increased oversight from state and federal regulators, and questions about the value of higher education have spurred conversations about how accreditation can support continuous institutional quality and promote student achievement while simultaneously fostering innovation and reducing institutional burden. Amid the backdrop of reduced state funding and declining national enrollments, this session will focus on how accrediting agencies are responding to these trends and adapting to meet the needs of a quickly-changing sector.

**Learning Objectives**

1. Describe current trends in higher education affecting institutions' ability to fulfill their primary mission.
2. Discuss successful institutional efforts in building partnerships between and among institutions and accreditors.
3. Analyze the future impact of accreditation activities on student achievement, planning, budgeting, and institutional mission fulfillment.

**Field of Study** – Specialized Knowledge

**CPE Credits** – 1.5

10:45 AM – Noon

**CONCURRENT SESSION 12 | Coming Soon**

**CPE Credits** – 1.5

10:45 AM – Noon

**CONCURRENT SESSION 13 | Coming Soon**

**CPE Credits** – 1.5





Cypress Mountain

10:45 AM – Noon

## CONCURRENT SESSION 14 | Coming Soon

CPE Credits – 1.5

Noon – 1:30 PM

## VOLUNTEER AND BUSINESS PARTNER APPRECIATION LUNCH

1:30 PM – 2:15 PM

## BUSINESS PARTNER SHOWCASE DESSERT

2:15 PM – 3:30 PM

## CONCURRENT SESSION 15

### First Impressions: Partnering with Your Customers | *Tales from the Front*

**Cesar Sanchez**, *Director of Operations*, University of California, San Francisco

**Christopher Gonzalez**, *Assistant Director of Operations*, University of California, San Francisco

**Jon Giacomi**, *Assistant Vice Chancellor*, University of California, San Francisco

University of California, San Francisco organized its first ever First Impressions Count Contest by setting aside \$100,000 in the facilities budget to select ten student, faculty, and staff suggestions for ways to enhance the UC San Francisco physical environment. Campus reaction to this contest was surprising and invigorating. Entries were two minute cell phone videos or photos with a short email description and this session will share actual video entries from the contest. The lasting benefits of this effort have been a revelation to senior leadership across campus, as well. Learn how your campus can engage with customers in an easy, sustainable and organized way.

### Learning Objectives

1. Explain how to organize a campus-wide contest for their facilities department, or another applicable department.
2. Assemble a judging panel that helps improve customers' interactions with the facilities or another department.
3. Organize and plan first impressions projects.
4. Utilize visual media and communication channels to maintain momentum in order to generate good will across the campus all year long.

**Field of Study** – Management Services

CPE Credits – 1.5

2:15 PM – 3:30 PM

## CONCURRENT SESSION 16 | Interruptions and Their Impacts on Attention and Performance

**Sophie Leroy**, *Associate Professor, School of Business*, University of Washington, Bothell

This session will present scientific findings on how interruptions affect attention and performance at work and how these challenges can be overcome to achieve focused attention and higher quality performance.

### Learning Objectives

1. Recognize the detrimental effects of interruptions.
2. Assess the cognitive challenges associated with interruptions.
3. Analyze the steps that can mitigate these negative effects.

**Field of Study** – Personal Development

CPE Credits – 1.5



2:15 PM – 3:30 PM

## CONCURRENT SESSION 17

### Cultural Humility as an Integral Approach to Diversity and Inclusion Best Practice

**Rich Shintaku**, *Director of Diversity and Inclusion*, University of California, Davis

Given the ever-changing landscape of higher education, what is the role and responsibility of business leaders in developing and leading diversity and inclusion best practices? Along with reinforcing the business case for diversity and inclusion, this session will identify and describe the challenges and conditions in creating diverse and inclusive organizations, workplaces, and campus communities..

#### Learning Objectives

1. Participants will demonstrate added confidence to engage in professional conversations and discussion on issues of diversity and inclusion in higher education business settings.
2. Participants will evaluate the knowledge, skills, and behaviors to develop and lead diversity and inclusion best practices in higher education business settings.

**Field of Study** – Personal Development

**CPE Credits** – 1.5

2:15 PM – 3:30 PM

## CONCURRENT SESSION 18

### Technology and Data Privacy: A New Paradigm in Higher Education

**Ann Nagel**, *Institutional Privacy Official and Associate Vice Provost for Privacy*, University of Washington, Seattle

**Laura Vejanto**, *Senior Director of Enterprise Risk and Resilience*, Simon Fraser University

**Mark Roman**, *Chief Information Officer*, Simon Fraser University

This session will focus opportunities and challenges facing Chief Information Officers and Chief Privacy Officers. Many organizations and institutions of higher education are moving their information systems to the cloud. Including privacy by design in the system design process helps evaluate the nature, scope, purpose, and impact of collecting and using personal data throughout the data and system lifecycle. The presenters will discuss strategies for managing risk and staying current especially when strong privacy legislation such as EU-GDPR and the British Columbia privacy laws apply to the data.

#### Learning Objectives

1. Recognize the challenges around cloud computing in a strong privacy environment.
2. Assess IT risk in a world of privacy.
3. Examine a process model for managing privacy.

**Field of Study** – Information Technology

**CPE Credits** – 1.5

2:15 PM – 3:30 PM

## CONCURRENT SESSION 19 | Coming Soon

**CPE Credits** – 1.5

2:15 PM – 3:30 PM

## CONCURRENT SESSION 20 | Coming Soon

**CPE Credits** – 1.5





2:15 PM – 3:30 PM

## CONCURRENT SESSION 21 | Coming Soon

CPE Credits – 1.5

3:45 PM – 5:00 PM

## GENERAL SESSION 1

### Can Free Speech and Protection from Harm Coexist in Higher Education?

**Douglas Todd**, *Journalist*, Vancouver Sun

**Paul Russell**, *Professor*, Lund University and University of British Columbia

**Sigal Ben-Porath**, *Professor of Literacy*, Culture and International Education, University of Pennsylvania

**Moderator – Wayne Au**, *Dean of Diversity & Equity and Professor*, University of Washington Bothell

Many North American campuses are trying to reconcile two values - the right to free expression and the right of all students, and especially members of marginalized groups, and to be protected from offensive and hurtful remarks. Can this be done?

1. Identify core issues and concepts involved in free speech debates on North American campuses.
2. Discuss potential solutions to the conflict between the right to free speech and the wish to be protected from harm.
3. Review key case studies, laws and policies around the right to free speech.
4. Propose a framework around the responsibility and limitation of colleges to deal with free speech.

**Field of Study** – Specialized Knowledge

CPE Credits – 1.5

5:00 PM – 6:00 PM

## BUSINESS PARTNER SHOWCASE WINE & CHEESE RECEPTION

6:30 PM – 8:30 PM

## DINNER ON YOUR OWN

8:30 PM – 11:00 PM

## SWEETS IN THE SUITE (Tentative)



## TUESDAY, MAY 7

7:30 AM – 3:00 PM

**REGISTRATION**

7:30 AM – 3:00 PM

**CYBER CAFÉ**

7:30 AM – 8:30 AM

**BUSINESS PARTNER SHOWCASE BREAKFAST**

7:30 AM – 8:30 AM

**PRIMARY REPS BREAKFAST**

8:30 AM – 9:45 AM

### KEYNOTE SESSION 2

**Access and Excellence in Public Higher Education: Challenges and Strategies Moving Forward**

**Robert Birgeneau**, *Professor and Former Chancellor, University of California, Berkeley*

We will review the results of the American Academy's Lincoln Project including a discussion of the transition to new financial models for public higher education most especially in research intensive universities. We will also discuss strategies for moving forward including the respective roles of the universities themselves, federal, state and local governments, students and their families, corporations, foundations and philanthropists.

#### Learning Objectives

1. Define strategies to preserve the strength and diversity of institutions in higher education.
2. Assess how institutions are key drivers of economic growth, innovation, and mobility.
3. Discuss challenges in public higher education, such as reduced investment, and recommend solutions to ensure public institutions continue to serve the students of all backgrounds.
4. Explore current and changing financial models of public institutions and their impact in higher education.

**Field of Study** – Specialized Knowledge

**CPE Credits** – 1.5

9:45 AM – 10:30 AM

**BUSINESS PARTNER SHOWCASE REFRESHMENT BREAK**





10:30 AM – 11:45 AM

## CONCURRENT SESSION 22

**Electronic Payment Requests: Process Improvement through Standardization and Communication | *Tales from the Front***

**Carl Larson**, *Senior Business Systems Analyst*, University of Utah

**Scott Patten**, *Associate Director of Accounting and Finance*, University of Utah

The process of paying for goods and services at the University of Utah was a flexible but highly inconsistent paper-based system. Learn how the University converted to electronic workflow, improving efficiency and effectiveness while reducing processing time and paper consumption. Average turn-around for payment requests went from ten business days to just three to five days. Core components include “Granting Financial Authority” (GFA) and Electronic Payment Requests (ePR). Together they provide a powerful system for organizing, controlling and documenting the complexities of higher education payment requests.

### Learning Objectives

1. Define the payment types and methods to provide a smoother path for the preparer and approvers.
2. Describe how to reduce request preparation time while also minimizing review and approval time.
3. Evaluate improvement in overall quality and compliance.

**Field of Study** – Business Management & Organization

**CPE Credits** – 1.5

10:30 AM – 11:45 AM

## CONCURRENT SESSION 23 | A New Way Forward: Integrated Talent Management

**Donna Salvo**, *Executive Director of Systemwide Talent Management*, University of California, Office of the President

**Nancy Chen Lane**, *Senior Director of Systemwide Talent Management*, University of California, Office of the President

Organizations need a new kind of human resource strategy to bring people capabilities to all parts of their business. Attracting, developing, and retaining talent at the University of California (UC) is no longer just HR’s responsibility, it is every manager’s job. As the second largest employer in the state of California, with 18 locations statewide and over 190,000 staff, academic personnel, and faculty; UC is continually challenged to provide the tools and support for leaders and managers to effectively align the University’s human capital with organizational objectives. UC Systemwide Talent Management has developed and implemented an Integrated Talent Management framework and innovative solutions where leaders and managers are empowered to be partners in these talent responsibilities to transform the organizational culture for increased success.

### Learning Objectives

1. Define an Integrated Talent Management approach.
2. Identify the challenges and benefits of implementing an Integrated Talent Management framework in higher education organizations.
3. Identify how to develop and implement an Integrated Talent Management approach.
4. Recognize how to use Integrated Talent Management to define strategy, engage stakeholders, and align talent acquisition and talent development activities.

**Field of Study** – Personnel/Human Resources

**CPE Credits** – 1.5



Siwash Rock



10:30 AM – 11:45 AM

**CONCURRENT SESSION 24**

**Going Beyond Hunger: Raising Awareness of Campus Food Insecurity**

**C. Michelle Sun**, *Advisor, Campus Pantry*, University of Arizona

Food insecurity is one of the fastest growing issues impacting campus communities. This session will dive deeper into some of the key concepts and challenges regarding campus food insecurity and how one campus is addressing this issue with innovative programs and services.

**Learning Objectives**

1. Evaluate the growing issue of campus food insecurity.
2. Discuss food insecurity and identify the key concepts related to food insecurity such as food deserts.
3. Identify issues impacting student access to resources, and the relevance to institutional goals of student access, retention, etc.
4. Recognize campus food insecurity and ways they can impact their campus community.

**Field of Study** – Specialized Knowledge

**CPE Credits** – 1.5

10:30 AM – 11:45 AM

**CONCURRENT SESSION 25 | Holding Peers Accountable**

**Lisa Barrington**, *Workplace Solutions Coach*, Barrington Coaching

Leaders have been told for decades how vital it is to hold their employees accountable - and that hasn't changed. What should be of interest to all leaders is the research that has emerged demonstrating that these benefits also extend to your peer group. In this session we'll learn about the core elements of accountability and the benefits of holding employees and peers accountable.

**Learning Objectives**

1. Recognize the necessity of accountability in the workplace.
2. Identify the elements of accountability – what must be in place for it to work effectively.
3. Assess how to hold employees and peers accountable.

**Field of Study** – Personal Development

**CPE Credits** – 1.5

10:30 AM – 11:45 AM

**CONCURRENT SESSION 26 | Coming Soon**

**CPE Credits** – 1.5

10:30 AM – 11:45 AM

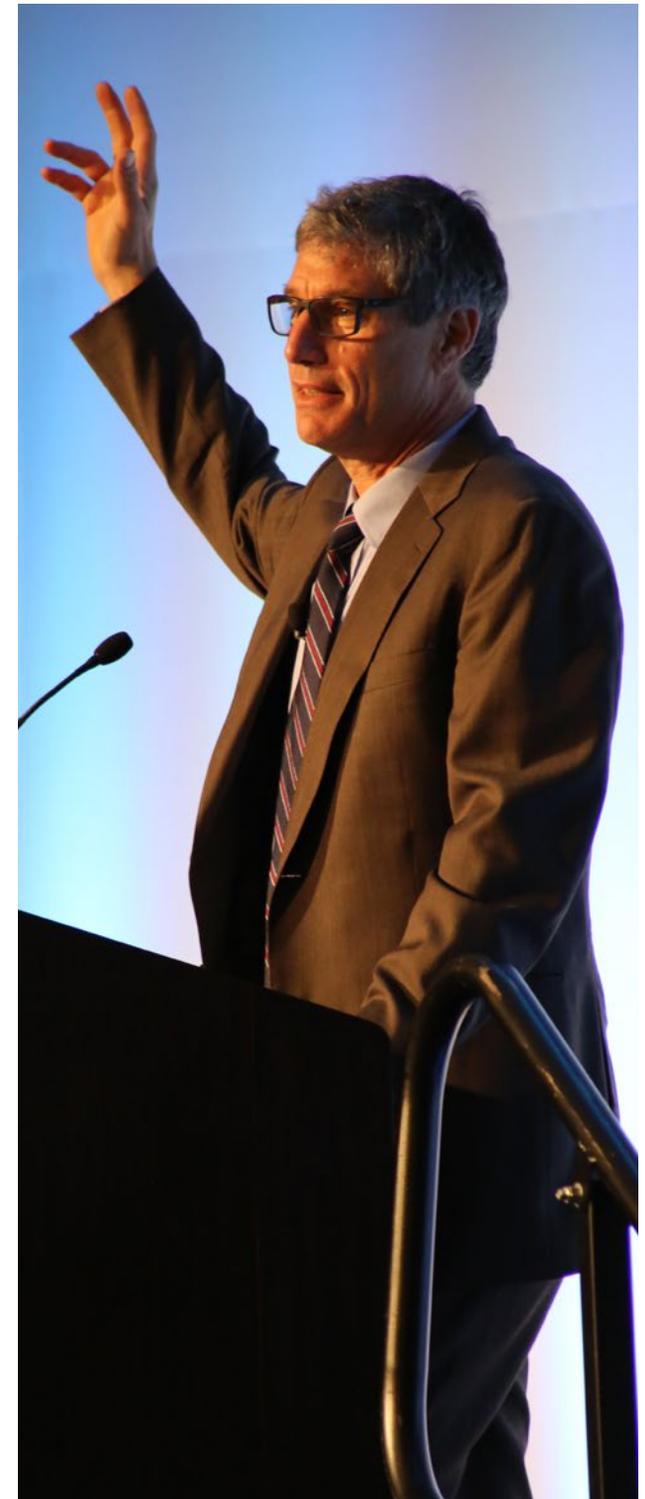
**CONCURRENT SESSION 27 | Coming Soon**

**CPE Credits** – 1.5

10:30 AM – 11:45 AM

**CONCURRENT SESSION 28 | Coming Soon**

**CPE Credits** – 1.5





11:45 AM – 1:30 PM



## WACUBO MEMBER APPRECIATION LUNCH

This year's annual WACUBO Member Appreciation Lunch will feature Canadian-native, actor, writer and comedian, Roman Danylo. He has been seen on CBC's *Just for Laughs* and *The Debaters*, NBC's *Late Friday* and starred for five seasons in his own show on the CTV called *Comedy Inc.* You are in for a real treat and many laughs with Roman Danylo!

1:30 PM – 2:15 PM

## BUSINESS PARTNER SHOWCASE REFRESHMENT BREAK & GRAND PRIZE DRAWING

2:15 PM – 3:30 PM

### CONCURRENT SESSION 29

#### Balancing the Faculty-Staff Divide | *Tales from the Front*

**Linda Kosten**, *Senior Associate Provost for Academic Administration, University of Denver*

Higher education institutions have the tricky challenge of managing two workforces simultaneously: faculty and staff. They often have very different contractual relationships, roles, authority, and often benefits. How do these differences manifest in issues of hiring, promotion, compliance, retention, strategic planning, and overall decision making? Hear methods for human resources and provosts' offices to work together with to manage expectations and keep both groups feeling valued and engaged.

#### Learning Objectives

1. Recognize the difference in the employment relationship between staff and faculty at higher education institutions.
2. Distinguish the differences related to contract types, expectations, compliance, governance, and the like.
3. Examine the difficulties the differences related to contract types can create and how one institution works to manage them.

**Field of Study** – Personnel/Human Resources

**CPE Credits** – 1.5

2:15 PM – 3:30 PM

### CONCURRENT SESSION 30

#### Sexual Harassment and Sexual Violence Policies: A Work in Progress

**Giselle Basanta**, *Senior Legal Counsel and Assistant Board Secretary, Ryerson University*

**Janice Rubin**, *Co-Managing Partner, Rubin Thomlinson, LLP*

**Andrea Katahira**, *Assistant Vice President for Institutional Equity, Seattle University*

This session will deal with the various challenges in drafting and operating sexual harassment and sexual violence policies, especially in light of the #MeToo movement. How do post-secondary institutions deal with intoxication, incapacitation, reach of their policies, and fair processes to deal with allegations of harassment and violence?

#### Learning Objectives

1. Examine the topic of sexual harassment and sexual violence in the workplace.
2. Discuss core facts, concepts, issues, approaches or strategies and their relevance to organizational/personal goals, performance or effectiveness.
3. Assess the challenges in drafting these policies and operating them.
4. Evaluate the issues confronting post-secondary institutions in this regard.

**Field of Study** – Regulatory Ethics

**CPE Credits** – 1.5



2:15 PM – 3:30 PM

## CONCURRENT SESSION 31

### Building an Education Culture to Promote Organizational Change

**Howard Teibel**, *Founder and President*, Teibel Education Consulting

Navigating an uncertain and open future is the true test of leadership. To provoke a cultural shift in education, we must be bold in the face of constant change. Even with an awareness of accelerating change around us, as human beings we find it difficult to embody embracing an uncertain future. Seeing ourselves as navigators of change and not just problem solvers is one step to orient you and your people to productive conversations and actions. In this session we will explore how to create a culture to move beyond “this is the way we’ve always done things” to cultivating teams that bring passion and enthusiasm to their shared work and network of commitments. Using principles from previous successful change management programs, you will learn the tools to bring your Cabinet colleagues, presidents, boards and project teams to a place of resolution and ambition.

#### Learning Objectives

1. Identify change agents to help drive your projects and how to not get stuck catering to the vocal negative minority.
2. Utilize a decision-making framework that utilizes the RACI (Responsibility, Accountability, Consultative and Informed) model to drive actions on new projects.
3. Recognize the moods of your peers, direct reports and managers to shift from negativity to opening possibilities.
4. Determine how to build trust with others when introducing new technologies, processes or changes in organizational structures.

**Field of Study** – Management Services

**CPE Credits** – 1.5

2:15 PM – 3:30 PM

## CONCURRENT SESSION 32

### Developing Open Educational Resources Courses: A Pedagogical Transformation

**Alyson Indrunas**, *Executive Director*, Lumen Learning

**Michael Amick**, *Vice President of Distance Education*, Pima Community College

Open Educational Resources (OER) have received attention primarily for the tremendous savings for students and increased flexibility for faculty. However, common misperceptions are that it is difficult to convert your course to using OER and the quality of the content is lower than higher priced textbooks. Come see how Pima College partnered with Lumen Learning to create courses that increase student success and engagement.

#### Learning Objectives

1. Defining open education.
2. Discuss the Achieve the Dream partnership.
3. Summarize Pima’s instructional design unit reorganization.
4. Evaluate strategies for scaling OER on your campus.

**Field of Study** – Specialized Knowledge

**CPE Credits** – 1.5



The Heritage Canadian Building



2:15 PM – 3:30 PM

## CONCURRENT SESSION 33 | Coming Soon

CPE Credits – 1.5

2:15 PM – 3:30 PM

## CONCURRENT SESSION 34 | Coming Soon

CPE Credits – 1.5

2:15 PM – 3:30 PM

## CONCURRENT SESSION 35 | Coming Soon

CPE Credits – 1.5

3:45 PM – 5:00 PM

## GENERAL SESSION 2 | How Students View College and Jobs Today

**Catherine Rampell**, *Journalist and Columnist*, The Washington Post

When it comes to education, many Millennials and Gen-Zers think they got the short end of the stick. Employers expect them to have college degrees (or higher!), even for entry-level jobs that a generation ago required just a high school diploma. Relative to earlier generations, students are not only expected to get more education; they're expected to foot more of the bill for that education too, as tuition rises and states cut public funding. Unsurprisingly, young people are increasingly resentful about their student debt, suspicious about the value of college, and disappointed in the level of career preparation that schools are offering them.

1. Explore Millennial and Gen-Z values and ideological differences.
2. Analyze the growing divide among students and potential impact on politics and higher education.
3. Evaluate the challenges of responding to student movements and free speech on campuses.
4. Discuss how institutions can guide and give access to students to a better future.

**Field of Study** – Specialized Knowledge

CPE Credits – 1.5

5:00 PM – 6:30 PM

## PRESIDENT'S TOAST

Come raise your glass to honor outgoing President, Arch Asawa and welcome incoming President, Teresa Costantinidis. Let's toast to them both for their time, commitment and dedication to WACUBO! Tray-passed hors d'oeuvres and beverages will be provided and all are welcome to attend.

6:30 PM – 8:30 PM

## DINNER ON YOUR OWN

8:30 PM – 11:30 PM

## WACUBO AFTER DARK

Come and unwind after a full day of sessions by joining us at an out-of- this-world event. Select from a sampling of light hors d'oeuvres and refreshments while mingling with your friends and colleagues. If you're looking to tear up the dance floor, there will be plenty of room. Live entertainment and karaoke will be provided.



## WEDNESDAY, MAY 8

7:30 AM – 8:30 AM

**PAST PRESIDENTS' BREAKFAST**

8:00 AM – 8:45 AM

**BREAKFAST BUFFET**

8:45 AM – 10:00 AM

**GENERAL SESSION 3 | Transcending Boundaries: Leadership and Resilience**

**Judy Sakaki, President, Sonoma State University**

In this presentation, President Judy Sakaki will discuss how the crisis of the 2017 North Bay fires, which destroyed her home and threatened the Sonoma State campus, has distinguished her leadership as Sonoma State President. She will talk about the centrality of resilience to her role as President, as well as the efforts the campus has since undertaken to rebuild and recover.

1. Assess how important leadership is in the midst of crisis, even when the leader is impacted by it.
2. Describe how to lead a campus to recovery after crisis.
3. Define what resilience is and how to build it in others.
4. Analyze what Sonoma State is doing to envision, plan, manage, and deliver programs and services to ensure student and alumni success.

**Field of Study** – Personal Development

**CPE Credits** – 1.5



10:15 AM – 11:30 AM

## KEYNOTE SESSION 3 | The Empowerment Gap

**Robert Barret**, *Social Scientist and Consultant*

As the world becomes increasingly connected, each passing minute can be hailed as the most significant point in human history for globally shared knowledge. With all this information at our fingertips we should be enjoying much healthier and happier lives than any other generation that has come before us. Yet, emerging trends tell a very different story. For the first time in two millennia, we are witnessing a rapid reversal of lifespan in some demographic sectors of the population. Where there should be happiness, we are seeing stress, and where there should be health we are seeing illness. The new generation, young adults stepping off university campuses with their degrees in hand, are at the epicenter of these new modern life challenges, and the cracks are beginning to show, with young adults being the most stressed generation, today. Robert will take you on a journey into what it means to be human in our modern age and how to close the gap between where we are and where we wish to be. Along the way, Robert will show how the university experience may well be the last golden opportunity to affect real change on the way our young generations understand and navigate a rapidly changing world.

1. Describe the emerging trends shaping our modern society.
2. Assess how social change is impacting emerging adults.
3. Discuss the intersection between our social world and our health.
4. Define skills and strategy for building increased resilience and more fulfilling lives.

**Field of Study** – Specialized Knowledge

**CPE Credits** – 1.5

11:30 AM – Noon

## CLOSING REMARKS AND DRAWING



# CONFERENCE SCHEDULE



WACUBO 2019 CPE SESSIONS	DATE	TIMES	CPE CATAGORY	CPE UNITS
<b>WACUBO PRE-CONFERENCE WORKSHOP</b>   Have You Packed Your Passport Skills?	SUNDAY	9:00 AM – 12:00 PM	Personal Development	3.5
<b>WACUBO PRE-CONFERENCE WORKSHOP</b>   Cultivating Resiliency and Boldness	SUNDAY	9:00 AM – 12:00 PM	Personal Development	3.5
<b>CONCURRENT SESSION 1</b>   Tuition Policy: Paving the Path of Student Success   <i>Tales from the Front</i>	SUNDAY	2:30 PM – 3:45 PM	Management Services	1.5
<b>CONCURRENT SESSION 2</b>   WACUBO Comprehensive, Doctoral and Research Institutions Committee (CDRIC)	SUNDAY	2:30 PM – 3:45 PM	Specialized Knowledge	1.5
<b>CONCURRENT SESSION 3</b>   WACUBO Small Institutions Committee	SUNDAY	2:30 PM – 3:45 PM	Specialized Knowledge	1.5
<b>CONCURRENT SESSION 4</b>   WACUBO Community Colleges Committee	SUNDAY	2:30 PM – 3:45 PM	Business Management & Organization	1.5
<b>CONCURRENT SESSION 5</b>   Collaborative Identity: Securing Resources and Fostering Collaboration Across Universities	SUNDAY	2:30 PM – 3:45 PM	Information Technology	1.5
<b>CONCURRENT SESSION 6</b>   Leading People Beyond Boundaries	SUNDAY	2:30 PM – 3:45 PM	Personal Development	1.5
<b>CONCURRENT SESSION 7</b>   Campus Business Officer Benchmarking Tool	SUNDAY	2:30 PM – 3:45 PM	Specialized Knowledge	1.5
<b>KEYNOTE SESSION 1</b>   Quiet: How to Harness the Strengths of Introverts to Transform How We Work, Lead and Innovate	MONDAY	8:45 AM – 10:00 AM	Personal Development	1.5
<b>CONCURRENT SESSION 8</b>   Women Supporting Women   <i>Tales from the Front</i>	MONDAY	10:45 AM – 12:00 PM	Personal Development	1.5
<b>CONCURRENT SESSION 9</b>   Campus Master Planning: The Art of Balance, Tension and Compromise	MONDAY	10:45 AM – 12:00 PM	Specialized Knowledge	1.5
<b>CONCURRENT SESSION 10</b>   Revolutionizing a Job Architecture	MONDAY	10:45 AM – 12:00 PM	Management Services	1.5
<b>CONCURRENT SESSION 11</b>   Higher Education Accreditation: Trends and Institutional Impacts	MONDAY	10:45 AM – 12:00 PM	Specialized Knowledge	1.5
<b>CONCURRENT SESSION 12</b>   Coming Soon	MONDAY	10:45 AM – 12:00 PM		1.5
<b>CONCURRENT SESSION 13</b>   Coming Soon	MONDAY	10:45 AM – 12:00 PM		1.5
<b>CONCURRENT SESSION 14</b>   Coming Soon	MONDAY	10:45 AM – 12:00 PM		1.5
<b>CONCURRENT SESSION 15</b>   First Impressions: Partnering with Your Customers   <i>Tales from the Front</i>	MONDAY	2:15 PM – 3:30 PM	Management Services	1.5
<b>CONCURRENT SESSION 16</b>   Interruptions and Their Impacts on Attention and Performance	MONDAY	2:15 PM – 3:30 PM	Personal Development	1.5
<b>CONCURRENT SESSION 17</b>   Cultural Humility as an Integral Approach to Diversity and Inclusion Best Practice	MONDAY	2:15 PM – 3:30 PM	Personal Development	1.5
<b>CONCURRENT SESSION 18</b>   Technology and Data Privacy: A New Paradigm in Higher Education	MONDAY	2:15 PM – 3:30 PM	Information Technology	1.5
<b>CONCURRENT SESSION 19</b>   Coming Soon	MONDAY	2:15 PM – 3:30 PM		1.5
<b>CONCURRENT SESSION 20</b>   Coming Soon	MONDAY	2:15 PM – 3:30 PM		1.5
<b>CONCURRENT SESSION 21</b>   Coming Soon	MONDAY	2:15 PM – 3:30 PM		1.5
<b>GENERAL SESSION 1</b>   Can Free Speech and Protection from Harm Coexist in Higher Education?	MONDAY	3:45 PM – 5:00 PM	Specialized Knowledge	1.5
<b>KEYNOTE SESSION 2</b>   Access and Excellence in Public Higher Education: Challenges and Strategies Moving Forward	TUESDAY	8:30 AM – 9:45 AM	Specialized Knowledge	1.5
<b>CONCURRENT SESSION 22</b>   Electronic Payment Requests: Process Improvement through Standardization and Communication   <i>Tales from the Front</i>	TUESDAY	10:30 AM – 11:45 AM	Business Management & Organization	1.5
<b>CONCURRENT SESSION 23</b>   A New Way Forward: Integrated Talent Management	TUESDAY	10:30 AM – 11:45 AM	Personnel/Human Resources	1.5
<b>CONCURRENT SESSION 24</b>   Going Beyond Hunger: Raising Awareness of Campus Food Insecurity	TUESDAY	10:30 AM – 11:45 AM	Specialized Knowledge	1.5
<b>CONCURRENT SESSION 25</b>   Holding Peers Accountable	TUESDAY	10:30 AM – 11:45 AM	Personal Development	1.5
<b>CONCURRENT SESSION 26</b>   Coming Soon	TUESDAY	10:30 AM – 11:45 AM		1.5
<b>CONCURRENT SESSION 27</b>   Coming Soon	TUESDAY	10:30 AM – 11:45 AM		1.5
<b>CONCURRENT SESSION 28</b>   Coming Soon	TUESDAY	10:30 AM – 11:45 AM		1.5
<b>CONCURRENT SESSION 29</b>   Balancing the Faculty-Staff Divide   <i>Tales from the Front</i>	TUESDAY	2:15 PM – 3:30 PM	Personnel/Human Resources	1.5
<b>CONCURRENT SESSION 30</b>   Sexual Harassment and Sexual Violence Policies: A Work in Progress	TUESDAY	2:15 PM – 3:30 PM	Regulatory Ethics	1.5
<b>CONCURRENT SESSION 31</b>   Building an Education Culture to Promote Organizational Change	TUESDAY	2:15 PM – 3:30 PM	Management Services	1.5
<b>CONCURRENT SESSION 32</b>   Developing Open Educational Resources Courses: A Pedagogical Transformation	TUESDAY	2:15 PM – 3:30 PM	Specialized Knowledge	1.5
<b>CONCURRENT SESSION 33</b>   Coming Soon	TUESDAY	2:15 PM – 3:30 PM		1.5
<b>CONCURRENT SESSION 34</b>   Coming Soon	TUESDAY	2:15 PM – 3:30 PM		1.5
<b>CONCURRENT SESSION 35</b>   Coming Soon	TUESDAY	2:15 PM – 3:30 PM		1.5
<b>GENERAL SESSION 2</b>   How Students View College and Jobs Today	TUESDAY	3:45 PM – 5:00 PM	Specialized Knowledge	1.5
<b>GENERAL SESSION 3</b>   Transcending Boundaries: Leadership and Resilience	WEDNESDAY	8:45 AM – 10:00 AM	Personal Development	1.5
<b>KEYNOTE SESSION 3</b>   The Empowerment Gap	WEDNESDAY	10:15 AM – 11:30 AM	Specialized Knowledge	1.5



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 at [www.nasbaregistry.org](http://www.nasbaregistry.org).

Individuals can earn up to 20.0 CPE credits based on the sessions attended Sunday, May 5 through Wednesday, May 8. 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.

# CONFERENCE FACILITIES & HOTELS



THE *Fairmont*  
HOTEL VANCOUVER



## CONFERENCE FACILITIES

Reflecting the expectations of a world-class city, the Fairmont Hotel Vancouver offers professional meeting facilities supported by a comprehensive array of state-of-the-art services. Come and experience one of Vancouver's leading venues for meetings and conferences which will allow the WACUBO 2019 Annual Conference to conduct its event amid timeless luxury.

## Hotel Information

Guest rooms at the Fairmont Hotel Vancouver and the Sutton Place hotels are fully committed. However, we are pleased to announce that as of March 8, 2019, we have secured additional rooms at the Four Seasons Hotel Vancouver (one block from the Fairmont) for a great rate of \$240 USD/\$323 CAD.

Once you register for the Annual Conference you will receive a confirmation email with the phone number and conference code to use to call and make your hotel reservation with the Four Seasons Hotel Vancouver. **You must be registered for the Annual Conference to reserve a room.**



### FOUR SEASONS HOTEL VANCOUVER

791 West Georgia Street  
Vancouver, BC, V6C 2T4 Canada

**CONFERENCE ROOM RATE:**  
\$240 USD/\$323 CAD  
per night plus taxes

Overlooking downtown Vancouver's glistening skyline, our award-winning Hotel sits in the middle of two worlds: a diverse, forward-thinking coastal metropolis and rugged wilderness of British Columbia – and boy, do we love the view. Dig into the Pacific Northwest's flavourful bounty of seafood at YEW seafood + bar, fuel up for an adventure-packed day exploring the snow-dusted North Shore mountains – just 30- minutes away, stay close and

mingle with locals at Granville Island Public Market or stroll along the waterfront in Stanley Park. Meet friends for a drink back at YEW bar before heading out to one of Yaletown's stylish bars.

To get from the Four Seasons Hotel Vancouver to the Conference Center in the Fairmont Hotel Vancouver, head southwest on Howe Street toward W. Georgia Street, then turn right onto W. Georgia Street. The destination will be on the left. This brief walk will take approximately 3 minutes.



### THE FAIRMONT HOTEL VANCOUVER

900 West Georgia Street  
Vancouver, BC, V6C 2W6, Canada

**CONFERENCE ROOM RATE:**  
\$164 USD/\$219 CAD  
per night plus taxes

The Fairmont Hotel Vancouver is known as the "Castle in the City" and reflects timeless luxury and history of Vancouver. Holding a prime downtown location, the hotel is minutes away from some of Vancouver's biggest attractions including Granville Island, Robson Street shopping, Stanley Park Seawall, Vancouver Aquarium, Gastown, Canada Place and Science World. You can expect to feel at home as the hotel's canine pet ambassadors welcome you, and, you can reap the benefits of the hotel's knowledgeable Concierge team who can assist with local travel suggestions.



### SUTTON PLACE HOTEL VANCOUVER

845 Burrard Street  
Vancouver, BC, V6Z 2K6, Canada

**CONFERENCE ROOM RATE:**  
\$190 USD/\$255 CAD  
per night plus taxes

From a personal concierge to a signature restaurant and wine

merchant, few hotels can rival the elegance, European charm, and hospitality of The Sutton Place Hotel Vancouver. Situated in the heart of downtown Vancouver, the spectacular setting allows guests to experience exceptional service with first-class amenities. Set against a majestic backdrop of mountains and sea, and with the city's famous shopping, business, arts, and entertainment districts just steps away, guests will experience the perfect blend of luxury and cosmopolitan ambience.

To get from the Sutton Place Hotel Vancouver to the Conference Center in the Fairmont Hotel Vancouver, head east toward Burrard Street, turn left onto Burrard Street, then turn right onto W. Georgia Street. The destination will be on the right. This brief walk will take approximately 5 minutes.

### EXTENDED STAY

If you would like to extend your stay at either the Fairmont Hotel Vancouver, the Sutton Place Hotel Vancouver or the Four Seasons Hotel Vancouver, conference rates will be honored for three days before and three days after the Annual Conference.



## Vancouver International Airport (YVR)

Discover how to get from YVR to the Fairmont Hotel Vancouver and Sutton Place Hotel Vancouver by bus, train, shuttle, taxi and more. The hotels for the WACUBO 2019 Annual Conference are located approximately 9 miles from the Vancouver International Airport.

## Public Transportation - Rail

The Canada Line is Vancouver's rapid transit rail connecting YVR to downtown Vancouver in under 30 minutes. You can access trains from both the International and Domestic Terminals.

## Canada Line

Canada Line's YVR Airport station is centrally located between the International and Domestic Terminals. As you exit the train, turn left for domestic flights or right for US and international flights.

Check the [Canada Line website](#) for the latest schedules, news and events.

### CANADA LINE ACCESSIBILITY

The Canada Line is accessible by elevator from arrivals and departures levels. Ask one of the friendly Green Coat volunteers, located throughout the terminals, for help finding the Canada Line.

## Getting to the Canada Line from YVR

### ARRIVING FROM WITHIN CANADA?

- Your checked bags are at Arrivals on Level 2 of the Domestic Terminal
- On Level 3, walk toward the Link Building (located between the International and Domestic Terminal)
- Follow the signs marked Canada Line or ask any of the Customer Care staff in red or green vests for assistance

### ARRIVING FROM OUTSIDE CANADA?

- Once through the customs and immigration arrivals process, walk toward the exit to the International Arrivals Greeting Area
- Exit the building following signs marked Canada Line
- Before the parkade entrance, an escalator and elevator will take you up to the Canada Line platform

All transit users traveling on the Canada Line leaving YVR are subject to a \$5 Canada Line YVR AddFare, in addition to the regular zone fare. AddFare is automatically added when a user purchases a fare card.

The Canada Line YVR AddFare is levied and collected by TransLink. The Airport Authority receives no portion of the money collected from the Canada Line YVR AddFare.

For more information about fares, visit [www.translink.ca](http://www.translink.ca) or take advantage of Vancouver's comprehensive public transit system and use the trip finder to get to your destination.

## Other Sustainable and/or Active Transportation Options

### CYCLING IN VANCOUVER

Vancouver has a fantastic, easy access cycling infrastructure throughout the city. There are many bike rental shops located close to the conference hotel such as:

- Cycle City Vancouver
- Simons Bike Shop
- MOBI (Vancouver's bike share program)

### CAR SHARE

Car2Go, Modo and EVO are all readily-available, well-used car share programs in Vancouver.



Stanley Park



## Limousines, Taxicabs, Rental Cars & Transportation Network Companies

### SEDANS AND LIMOUSINES

Aerocar Service is the airport's licensed sedan and limousine provider complete with luxury sedans, stretch SUV's or limos to suit any taste. For rates or to book your Aerocar service, call (800) 821-0021 or email [info@aerocar.ca](mailto:info@aerocar.ca).

### TAXIS

Taxis and wheelchair-accessible vehicles are available at taxi stands located on Level 2 of the Domestic and International Arrivals Area at YVR. Zone fares apply from YVR to specified zones. Metered rates apply on return trips to YVR and to areas outside of the zones.

- Zone fare from YVR to the Fairmont Hotel Vancouver or Sutton Place Hotel Vancouver will cost approximately \$30-\$35 CAD.
- Metered rates from the Fairmont Hotel Vancouver or Sutton Place Hotel Vancouver to YVR will cost approximately \$45-\$50 CAD.

**PLEASE NOTE:** Ride-Share, such as Uber, Lyft, etc., is not available in Canada

### CAR RENTALS

Car rental facilities are conveniently located just steps from YVR's terminal on the ground floor of the parkade. The companies offering on-site car rentals and operating vehicle pick-up and returns services include: National, Alamo, Hertz, Dollar Thrifty, Avis, Zipcar, and Budget.

## Driving Directions

### FROM VANCOUVER INTERNATIONAL AIRPORT (YVR) TO THE FAIRMONT HOTEL VANCOUVER:

Please note, if you are using a Satellite Navigation Device to direct your vehicle to the hotel, input the street address as 777 Hornby Street for convenient access to the hotel driveway

1. Leaving the airport, follow signs to **City Centre via Granville Street**
2. Follow **Granville St.** until you have crossed the **Granville St. Bridge**
3. Once over the bridge, turn **LEFT** onto **Drake Street**
4. Turn **RIGHT** onto **Hornby Street**
5. Proceed along **Hornby Street** to the **Fairmont Hotel Vancouver**
6. ½ blocks past Robson St., beside the Avis Rent-A-Car sign turn **LEFT** into the driveway where you'll find parking for the **Fairmont Hotel Vancouver**

### FROM VANCOUVER INTERNATIONAL AIRPORT (YVR) TO SUTTON PLACE HOTEL VANCOUVER:

1. Head northwest on **Grant McConachie Way E**
2. Keep **RIGHT** at the fork and follow signs for **Granville Street E/City Centre/Centre-ville/BC-99 N**
3. Continue onto **Granville Street**
4. Keep **RIGHT** to stay on BC-99 N, follow signs for **Nanaimo & Gibsons/Whistler**
5. Turn **LEFT** onto **Smithe Street**
6. Turn **RIGHT** onto **Burrard Street**
7. Arrive at **845 Burrard Street, Vancouver** on the **LEFT**

## Parking

Conference parking rates for the Fairmont Hotel Vancouver and the Sutton Place Hotel Vancouver are:

### FAIRMONT HOTEL VANCOUVER

#### VALET PARKING

\$62.00 CAD per night, per vehicle

Visitors may also use the street parking for a maximum time of two hours. It is metered from 9:00 a.m. to 10:00 PM, seven days a week.

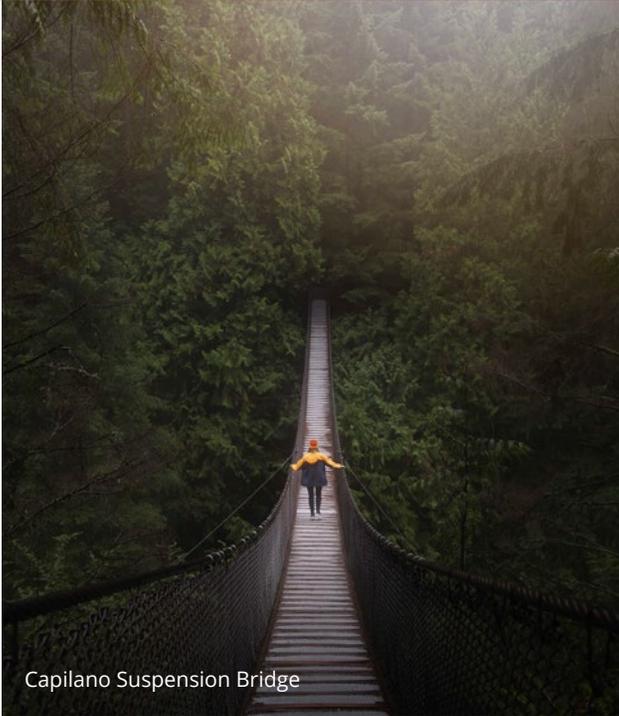
### SUTTON PLACE HOTEL

#### VALET AND SELF PARKING

\$45.00 CAD, per night, per vehicle

## Annual Conference Attire

Suggested attire for all sessions, meals and banquets is business casual. Meeting rooms are often cool, so dressing in layers is recommended. The weather in Vancouver will average between 55°F and 65°F. Nights will be slightly cooler. And you can expect it to be a bit cloudy with a chance of rain.



Capilano Suspension Bridge



British Columbia Wine Country

## Adventure

### THE ADVENTURE GROUP WHISTLER

The Adventure Group is Whistler's premier year-round activity operator representing the BEST of Whistler! Summer adventures include Whitewater Rafting, RZR Tours, Biking, and Jet-Boating. Fly the world's most spectacular ziplines in Canada with Superfly Ziplines and swing from the trees in our Treetop Adventure course.

### CAPILANO SUSPENSION BRIDGE PARK

Capilano Suspension Bridge is one of the most popular tourist attractions in British Columbia. The Bridge crosses to towering evergreens, cedar-scented rainforest air and Treetops Adventure, 7 suspended footbridges offering views 110 feet above the forest floor. The new Cliffwalk follows a granite precipice along Capilano River with a labyrinth-like series of narrow cantilevered bridges, stairs and platforms and only 16 anchor points in the cliff supporting the structure! Capilano Suspension Bridge Park is conveniently located on the North Shore of Vancouver, only 10 minutes from Downtown. The park is easily accessible by public transit or by hopping on one of the Free Shuttle buses departing from Downtown.

## British Columbia Wine Country

British Columbia has some stellar wine, but it's a secret that few outside the province know about. Because of complex liquor regulations, little of the local vino leaves B.C....or perhaps it's just because the locals want to keep it all to themselves. In the heart of the province's wine country, the Okanagan Valley, you'll find familiar varieties of grapes like chardonnay, merlot, cabernet sauvignon, pinot gris and grow in the south, while pinot noir, pinot blanc, riesling and gewürztraminer are found north in the slightly cooler climates. The best reds are Bordeaux- style blends, and many of the whites stand alone as single-variety wines. The easiest way to enjoy B.C. wine is simply by eating out. Local restaurant menus are filled with BC VQA (British Columbia Vintners Quality Alliance) wines from different regions throughout the province. Also stop into any number of wine specialty shops, many of which offer afternoon tastings of local wines on a regular basis.

### WINERIES

There are a handful of wineries, such as Lulu Island, located about a 30-minute drive south of downtown Vancouver, near Richmond and New Westminster. These boutique operations often source grapes from the Okanagan Valley and other growing regions, crushing and making whites, reds and icewines on site at the winery. Or head out to the Fraser Valley communities of Langley and Abbotsford, about an hour east of Vancouver. Vancouver Island is home to more than three dozen vineyards, too. Popular grapes include pinot noir, pinot gris and Ortega, as well as several colder-climate grapes. For a luxury touch, skip the traffic with a SKY Helicopters Fraser Valley wine tour and you'll enjoy private tastings, spectacular views, and your very own sommelier guide. Most Vancouver Island wineries are located on the Saanich Peninsula or in the Cowichan Valley. A unique way to embark on a wine-tasting experience across the Strait of Georgia is by taking a floatplane to Victoria.



## Beaches

Vancouver's nine beaches, all within easy reach of downtown – eight by the ocean, one by a freshwater lake – are some of the best in the world; boasting golden sand, incredible mountain and city backdrops, plus plenty of opportunities for outdoor sports like volleyball, kayaking and swimming, or simply relax, sunbathe and picnic.

### ENGLISH BAY BEACH

Located in the West End on the edge of Stanley Park (and along the Seawall), English Bay Beach is the epitome of an urban beach: luscious sand and sunbathers on one side of the street, restaurants, and shops (along Denman) on the other. It is also one of the best beaches for swimmers. English Bay Beach also plays a major role in one of Vancouver's biggest summer events: the annual Celebration of Light International Fireworks Competition. This beach is the top spot for viewing the fireworks; it is so popular that it is absolutely packed with people during the three-night event.

### KITSILANO BEACH

One of the most sought-after beaches in Vancouver, Kitsilano Beach (known as Kits Beach to locals) is not just a beach. There's ample green park space for sunbathers and several volleyball courts established on the sand. There's also Kitsilano Pool, which is Vancouver's only saltwater swimming pool, and snack options, such as Starbucks, across the road. The walk from Kits around the bend to Granville Island is a local favorite, due to its views of the city and surrounding mountains.

### SPANISH BANKS

A favorite beach among Vancouverites, Spanish Banks stretches along the west coast of Vancouver, far from the hubbub of the city's urban beaches. Perfect for family barbecues, letting the dog run free (in designated zones), and taking long walks, this beloved beach is best in the morning and early afternoon when low tide lets you walk far out to sea.

### SECOND BEACH

Second Beach is one of many beaches located around Stanley Park on Vancouver's downtown peninsula. It's popular because it's home to Second Beach Pool, which is an outdoor heated pool open seasonally. There's also a snack stand, playground, stand-alone barbecue area, and picnic shelter. Second Beach is located on the Seawall too.

### JERICO BEACH

Located west of Kitsilano, Jericho Beach is well liked by swimmers and sailors. The beach's east side caters to beachgoers, while its west side is for sailboats and windsurfers. Besides swimming, picnicking, and enjoying the Vancouver views, there are a lot of fun recreational activities to enjoy at Jericho Beach, including soccer, volleyball, tennis, and baseball.



Second Beach



## Boating, Fishing & Yacht Charters

### SPIRIT CRUISES

Specializing in private boat charters, corporate and convention dinner cruises, weddings or any special event. Choose between two modern yachts in Spirit Cruises fleet, the Pride of Vancouver and the Star of Vancouver. Ticketed special events include a Canada Day Sunset Dinner Cruise, Celebration of Light Fireworks, Carol Ships and New Years Eve.

### CHROMER SPORT FISHING

Vancouver's premier fishing trips! Chromer Sport Fishing offers year-round guided fly fishing trips that include transportation from Vancouver. Within an hour of Vancouver you'll be fishing wild coastal rivers with friendly and experience guide staff. They have fishing for trout, salmon and steelhead and included everything you need for a great day on the water.

### GRANVILLE ISLAND BOAT RENTALS

Granville Island Boat Rentals is located in the heart of downtown Vancouver on the world famous Granville Island. Both locals and visitors have been renting with them since 1982. There are so many places to explore on your boat rental adventure, just minutes from our dock you will be in English Bay taking in some amazing views of Stanley Park, the Lions Gate Bridge and Vancouver city skyline. The Seal Colony which is home to over 150 seals and the spectacular Waterfalls at the top of Indian Arm are some other wonderful destinations you can reach when renting a boat with Granville Island Boat Rentals.

## Camping

### BURNABY CARIBOO R.V. PARK & CAMPGROUND VANCOUVER

Deluxe RV Park for sightseeing the Vancouver area. This campground has full hook-up accommodation for any size motorhome, trailer of 5<sup>th</sup> wheel. Sites are paved and landscaped. Cablevision hook-ups available.

Wifi throughout park. Separate tent camping area. Indoor pool, Jacuzzi, fitness room, games room, internet access, playground, store, large Laundromat. Coin operated RV wash as well as a free RV washing area. On transit route, minutes from the Skytrain to Vancouver's attractions. Grayline-Westcoast tours picks up twice daily.

### CAPILANO RIVER R.V. PARK

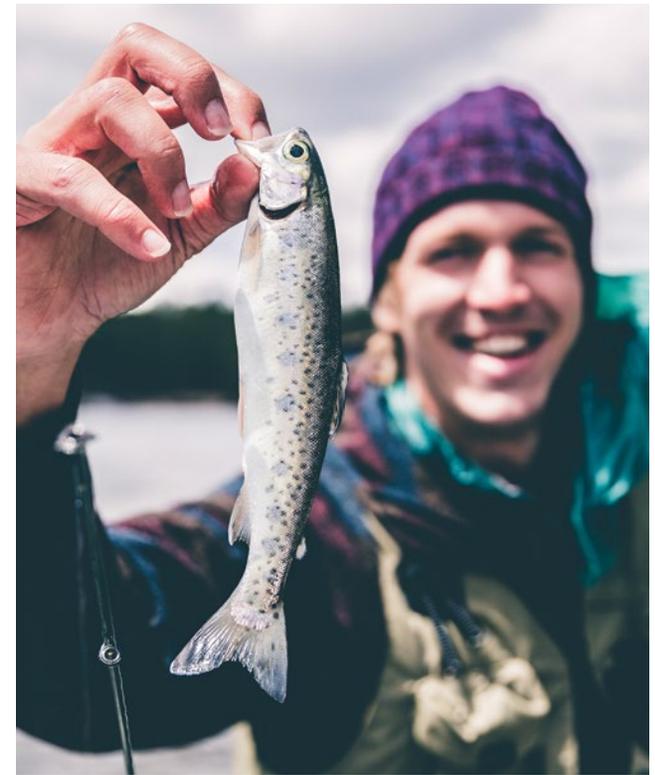
Full hook-up and non-hook-up campground located under the Lions Gate Bridge along the Capilano River. Close to Stanley Park, Ambleside Beach, Grouse Mountain, and major shopping centres. 200 sites with pool.

## Cycling & Mountain Biking

You never forget how to ride a bike. And that's a good thing because you may want to jump on one and tour around during your visit. Bikes are commonplace in this city and Vancouver has numerous cycle paths and bike routes, ranging from easy, flat terrain around Stanley Park to mountain biking on the famous North Shore. Cycling is perhaps the best way to explore Vancouver and its superb natural beauty.

Vancouver's moderate climate makes it possible to cycle almost year round. The City of Vancouver has a comprehensive system of bike routes, paths, dedicated bike lanes and greenways for you to use to get around on two wheels. Vancouver's terrain can include some steep hills not to mention traffic, so if you're cycling outside of the downtown core, it's a great idea to consult the City of Vancouver's Bicycle Route Map & Guide to plan your journey. The City's website offers cyclists some excellent resources, including safety tips and information about road regulations. If you're planning on travelling further afield by bike, check Translink's site for cycling information.

**IMPORTANT:** If you choose to tour around by bike, please be advised that British Columbia has a mandatory helmet law.





## Golfing

### FURRY CREEK GOLF & COUNTRY CLUB

Known by golfers the world over as BC's most scenic golf course, Furry Creek Golf and Country Club is one of the most beautifully landscaped playgrounds anywhere. With its breathtaking views, dramatic layout and first-class facilities, Furry Creek delivers an unforgettable golf experience for any level of player. One glance from the first tee, with its striking 165-foot plunge towards the tranquil waters of Howe Sound and the glacier-capped mountains in the distance, you'll realize that you have arrived at a golf course like no other. Perhaps the only thing more inspiring than the visual feast nature has set before you is the dazzling course itself. Each hole is a work of art, thoughtfully designed and meticulously maintained to world-class standards. In fact, every challenging hole on this 6,025 yard, 18-hole course inspires your game with breathtaking scenery.

### NORTHLANDS GOLF COURSE

Northlands Golf Course, the best Public Golf Course in Metro Vancouver! Only 20 minutes from downtown Vancouver, Northlands boasts four sets of tees which welcomes golfers of all abilities. Experience one of British Columbia's best and most stunning mountainside public courses where you will discover outstanding course conditions year-round and remarkable views. A well laid out design by one of Canada's most prolific designers, Les Furber, will have you back again and again. During your round, you may be lucky enough to spot deer, eagles or even the occasional bear. At Northlands "nature truly is your playing partner." After your round, experience the warm and friendly atmosphere of Northlands Bar and Grill. You will discover one of the best patios anywhere to sit and enjoy the stunning scenery of North Vancouver.

## Hiking

The minute you get a peek at the sparkling waterways, lush rainforests and dramatic mountains surrounding Vancouver, visible from even downtown, you're going to be itching to get out there and explore this jaw-dropping natural beauty. Hiking or nature walking is one of the easiest ways to do so, and within a short distance of downtown are plenty of options, from a stroll around Vancouver's Seawall through to challenging vertical climbs such as the Grouse Grind or the Stawamus Chief. Check out these ideas to get you started: Capilano Canyon, Grouse Grind, Lighthouse Park, Pacific Spirit Park, Stanley Park, Stawamus Chief or Vancouver Seawall.

### CAPILANO CANYON

Just up the road from Capilano Suspension Bridge, Capilano River Regional Park features a 2.6 kilometre (1.6 mile) trail that winds through the canyon, passing streams and stunning views of the surrounding mountains. It only gains about 100 metres (329 feet) in elevation, so this trail is open to hikers of most fitness levels. It starts and ends at Cleveland Dam, which provides great scenery on both ends of the hike. The trail also passes through the Capilano Salmon Hatchery, a free attraction offering an up-close look at the migrating salmon in the river (8 AM – DUSK). The loop trail takes roughly 1 hour to complete.

### GROUSE GRIND

There's a badge of courage that comes with the Grouse Grind hike, meaning you used your now steel-lined thighs to climb the 853 metres (2,800 feet) to the top of Grouse Mountain. This 2.9 kilometre (1.8 mile) trail, with an average grade of about 30 degrees, feels more like steep staircase than a hike, but the views from the top that scan the Vancouver skyline are worth the pain. See if you can beat the official course record of 25:01. Novice hikers should plan for roughly two hours to ascend the trail. Thankfully, the restaurants and cafés at the summit have plenty of healthy and hearty food options to help you refuel. For those who want a less intense hike, the Skyride provides a scenic

lift to the mountain resort, and there are numerous trails to the various attractions offered at Grouse Mountain Resort. Self-guided hikes and guided eco-tour walks are available to show you everything there is to see and do.

### STANLEY PARK

Considered one of the greatest urban parks in the world, Stanley Park offers hikers of all ability levels a variety of outdoor treks. The paved seawall has separated lanes for walking and biking, allowing for a leisurely sightseeing stroll along the park's coastline. The seawall, deservedly, draws thousands of visitors and locals on a daily basis, but there are numerous, quiet nature hikes through the central parts of the park. Work up a sweat with a 6 kilometre (3.7 mile) loop through temperate rainforest. The walking path passes the park's gardens and Beaver Lake, and it hits the water near Third Beach.

## Performing Arts

### VANCOUVER OPERA FESTIVAL

This year, the Vancouver Opera Festival will be showing one of its operas during April 27-May 5. Gounod's Faust is the pinnacle of 19<sup>th</sup> century French opera, it's full of rich characterization, it's dramatically exciting, and it's exuberantly evocative. Faust, an aged and bitter man, sells his soul to Méphistophélès in return for youth and the love of Marguerite, an innocent young woman. By trying to have it all, he loses everything. Gounod's sensuous and sublimely melodic masterpiece will be presented in a production not seen before in Vancouver. This all Canadian cast features east-coast native David Pomeroy and Marianne Fiset, who gave a wonderfully moving interpretation of Liù in the 2017-2018 season opening production of Turandot. Making his Vancouver Opera debut is Toronto native Robert Pomakov, who appears regularly in the world's greatest opera houses. Jonathan Darlington returns to conduct the Vancouver Opera Orchestra and Chorus.



Blue Water Café

## Restaurants

### BLUE WATER CAFÉ

An anchor in Vancouver's culinary landscape, Blue Water Cafe is lauded as the City's definitive destination for seafood.

Executive Chef Frank Pabst is known for his innovative and brilliantly executed West Coast plates, that showcase the freshest and most sustainable local fin and shellfish.

Enhanced by the intuitive service from Stephan Cachard's dedicated team, the dynamic dining room provides action views of the opposing 'East meets West' kitchen and raw bar. The sweeping main bar leads out to the heated patio and the private wine room holds the extensive award-winning wine and bubble selection.

Housed in a handsome brick and beam heritage warehouse conversion, Blue Water Cafe is in the heart of historic Yaletown, the city's vibrant and hip neighborhood.

### TOJO'S RESTAURANT

Featuring a grand sushi bar and a panorama kitchen, the new Tojo's at 1133 West Broadway harmonizes exclusive ambiance and extra-ordinary food. Tojo, the master chef, combines mastery of traditional Japanese culinary with the best seasonal ingredients of the West Coast to offer an unforgettable dining experience. At a table or the sushi bar, try omakase, a tasting menu comprised of the day's best culinary pieces. At the sushi bar the chef himself will attend to your dinner for an utmost omakase dining. If 'kampai' is your thing, come to our sake bar where sakes from Japan and elsewhere make up the most extensive sake list in the city, along with great cocktails for those who prefer softer drinks.

### HAWKSWORTH RESTAURANT

A celebration of Vancouver's cultural diversity and natural environment Hawksworth Restaurant showcases ingredient led, contemporary cuisine that demonstrates the highly skilled technique and relentless drive for perfection that has become Chef David Hawksworth's trademark. Five-time winner of Vancouver Magazine Restaurant Award's Best Upscale Restaurant, Hawksworth Restaurant is glamorous and elegant, yet relaxed and welcoming with warm and attentive service. Hawksworth Restaurant is located in the heart of the city at Georgia and Howe Streets within the legendary Rosewood Hotel Georgia.

### YEW SEAFOOD + BAR

YEW seafood + bar is a dramatic restaurant with an open and interactive kitchen that features ultra-fresh sustainable seafood. Designed to capture the essence of British Columbia's natural environment, lofty 12-metre (40-foot) ceilings reach to the sky, while wood-paneled walls and a floor-to-ceiling sandstone fireplace emanate warmth and comfort. Guided by the passionate and talented Executive Chef Edgar Kano, YEW is an unmissable Vancouver dining experience delivering delicious cuisine, thoughtfully paired wines, innovative oceans-inspired cocktails and a fun, welcoming environment.

## Shopping

Whether you're looking for a small souvenir of your time in Vancouver, or a brand new summer wardrobe, shopping ranks high on the list of vacation activities for many visitors. And Vancouver doesn't disappoint! As a cosmopolitan metropolis, shopping here runs from international designers and popular brands in shop-til-you-drop malls, through to local designers and one-of-a-kind craft studios in unique neighbourhoods. You'll find everything you're looking for, as well as plenty of things you didn't even know that you needed!



## Sightseeing

The Vancouver area is surrounded by some of the most stunning natural beauty in the world: mountains, ocean, rainforest, parks and beaches. This is a city like no other! With endless options for activities, sights and attractions, Vancouver is a city that begs to be explored. By coach or minibus, horse-drawn carriage or helicopter, bicycle or on foot. On your own, as a couple, group or family. Whatever your style, your choices for fun, excitement and enjoyment are limitless!

## Skiing & Snowboarding

### GROUSE MOUNTAIN RESORT

Grouse Mountain is Vancouver's most visited year-round attraction located just 15 minutes from downtown. Enjoy panoramic views as you travel to the alpine aboard the iconic Skyride. Visitors can take part in a wide variety of thrilling outdoor adventures, cultural activities and educational experiences available year-round. In summer, choose from an incredible variety of activities including our World Famous Lumberjack Show, Birds in Motion demonstration, incredible views in the Eye of the Wind, visits with our resident Grizzly bears, dining, shopping and more. In winter, enjoy world class skiing and snowboarding, the stunning light installations on the Light Walk, the slopes at the Sliding Zone, our outdoor skating pond, snowshoeing and more. Grouse Mountain is the "must-see attraction" in Vancouver.

### WHISTLER BLACKCOMB MOUNTAIN

Whistler and Blackcomb are two side-by-side mountains which combined offer over 200 marked runs, 8,171 acres of terrain, 16 alpine bowls, three glaciers, and receives on average over 1,164 centimetres (458 inches) of snow annually. A world class resort for all seasons, Whistler Blackcomb has one of the longest ski and ride seasons in North America, as well as lift accessed mountain biking and alpine hiking in the spring, summer and fall.

## Spas

### CHI, THE SPA

In Vancouver, CHI, The Spa at Shangri-La transports you immediately into a world of quiet reflection in six luxuriously appointed spa suites, whether for an hour, two hours or longer. CHI, The Spa offers an holistic approach to massages and treatments, drawing on authentic natural healing methods found in the restorative riches of Asia's traditional well-being practices. From the moment you enter CHI, your world becomes a little calmer...more tranquil.

### THE SPA AT WEDGEWOOD

A luxurious experience awaits you at the Spa at the Wedgewood Hotel. Neatly tucked away in the heart of downtown Vancouver, the Spa at the Wedgewood is a tranquil retreat in the middle of an exciting city. Highly trained estheticians and therapists use premium, all natural products to deliver impeccable results. Contact the Spa at the Wedgewood to learn more, or book an appointment and indulge in one of their unique treatments that will surely soothe away stress and tension from your day.



## Sporting Events

### BMO VANCOUVER MARATHON

Grab your running shoes and join the BMO Vancouver Marathon! Don't look back – look everywhere. The mountains beckon, the ocean glitters, the electric Vancouver spectators energize each step you take. This is spectacular Vancouver – where the West Coast vibe is about activity, adventures, and of course, running. Races take place May 3-5, 2019 and include a Health & Sports Expo, Friendship Run, Kids Run, Half Marathon, Marathon & Relay, 8KM, and Street Festival.

### WORLD RUGBY SEVENS

The World Rugby Sevens Series is an annual series of international rugby sevens tournaments run by World Rugby featuring national sevens teams. The series, organized for the first time in the 1999–2000 season, was formed to develop an elite-level competition series between rugby nations and develop the sevens game into a viable commercial product for World Rugby. This year, the Women's Sevens will be playing in Victoria, BC May 11-12, 2019!

## Stanley Park

Ideally situated on a peninsula at the northwestern edge of downtown Vancouver, Stanley Park is one of the city's main tourist destinations, attracting approximately 8 million visitors each year. Featuring lovely beaches, miles of well-maintained paved and dirt trails, Canada's largest aquarium and an array of can't-miss kid-friendly spots (including a pool, water park, miniature railway and more), this 400-hectare (1,000-acre) haven is recognized as one of the greatest urban parks in the world.

As Vancouver's first park, with its ever-blooming gardens, pristine coastal areas and roughly 500,000 cedar, fir and hemlock trees, Stanley Park has continued to live up to its "greenspace" designation for almost 130 years. For these reasons and more, this tranquil oasis is the perfect city escape.

## Walking Tours

Whether your interest is cultural or culinary, walking tours in Vancouver are a popular pursuit among visitors and locals. Ranked as WalkScore's most walkable Canadian city, Vancouver is pedestrian friendly with streets that are lively without being crowded. And with the city's mild weather, taking a walking tour is an option year-round that combines sightseeing with a little exercise. Walking tours offer you an immersive experience, while you learn about the history, architecture, or flavours of the city. Or learn a new skill with a photography lesson on-the-go as you wander on of Vancouver's most popular neighbourhoods. Professional guides bring their subject to life by helping you discover communities, locales and insider favourites that are off-the-beaten-path.

## Water Sports

For water sports enthusiasts of all kinds, Vancouver has plenty to offer. Situated on the shores of Burrard Inlet, English Bay, and the Georgia Strait, the city boasts an impressive amount of coastline. The surrounding region has pristine lakes, beautiful inlets and coves, and mighty rivers, making Vancouver a paradise for anyone who loves getting out on the water.



Stanley Park



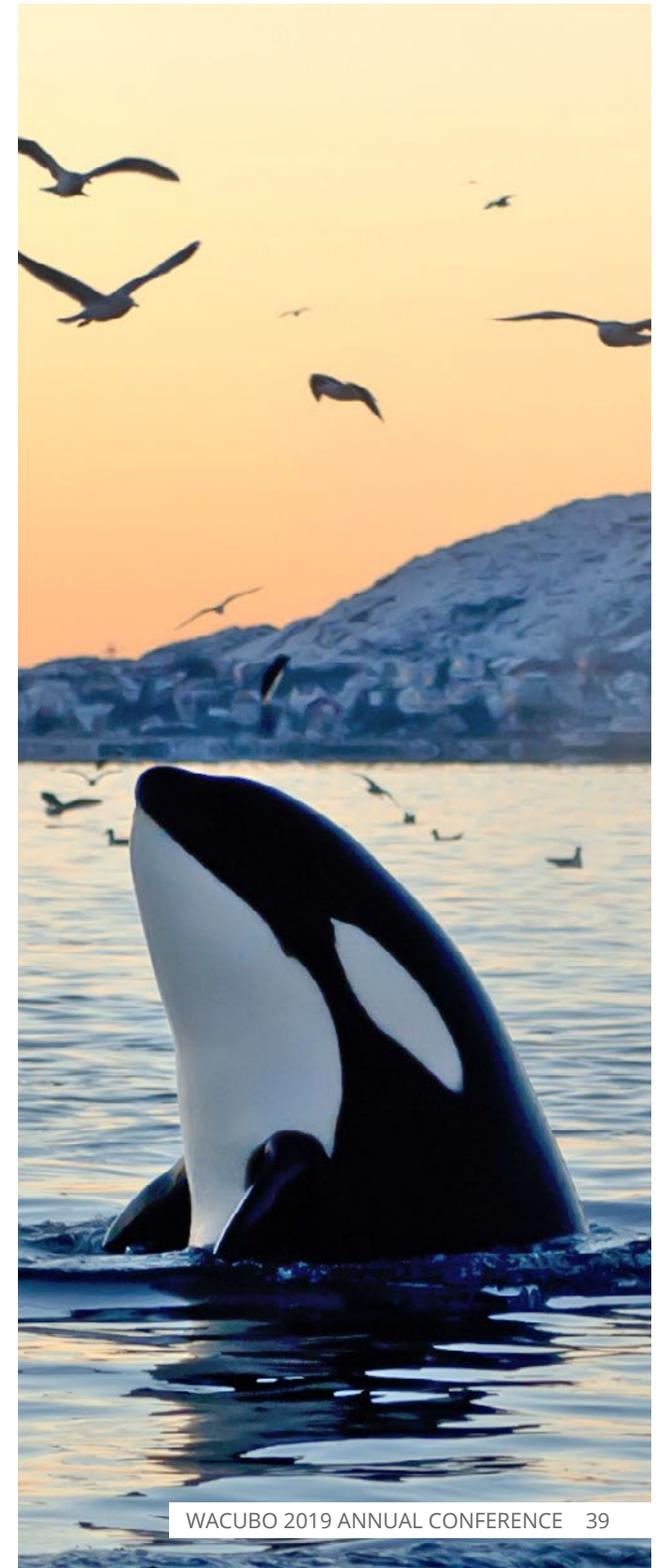
## Whale Watching

### STEVESTON SEABREEZE ADVENTURES

Steveston Seabreeze Adventures is located only 10 minutes south of the Vancouver airport with shuttle service from downtown, or you can hop on the new Canada Line skytrain and they'll pick you up in Richmond. Depart historic Steveston village aboard our 42 ft. vessels in search of orcas and other whales. Their boats are semi-enclosed, with upper viewing decks, and the small group size allows passengers freedom to move around. Tours typically last about 3-5 hours, so feel free to bring a lunch, or they can arrange lunch for you at an additional cost. They guarantee sightings, so if you don't see any whales, you can join another whale watching trip, free of charge! This will be a very scenic trip as you pass through the Canadian and American Gulf Islands and encounter whales, seals, sea lions, porpoises, eagles, a large array of bird life and much more.

### WILD WHALES VANCOUVER

Wild Whales Vancouver is situated on Granville Island, a 5-10 minute taxi ride from most downtown hotels. The #50 bus will drop you off at the entrance to the Island or Granville Island Ferries and Aquabus will shuttle you across from various departure points along the seawall directly to Granville Island.





WACUBO has envisioned its service project for the 2019 Annual Conference with a project providing a valuable community service to area elementary schools in Metro Vancouver.



YNOTFORTOTS is a registered charitable society located in

Vancouver, British Columbia with a goal to provide all children with the best opportunity to play, to learn and to grow. They are 100% volunteer operated and 100% of donations go to schools and families in need! Their mission is to enrich the lives of children by providing them with access to the educational and recreational resources they need and deserve.

## WACUBO MEMBERS AND BUSINESS PARTNERS ARE ASKED TO HELP REACH OUR TWO GOALS:

- To collect \$10,000 worth of school supplies (pre-ordered through SFU or brought to the conference); and,
- To collect one University youth-sized t-shirt/sweatshirt from each attendee that will be displayed during the WACUBO conference and presented to the Principals during the Member Appreciation Lunch.

*Your participation can make a difference for a young person's future.*

## THE SCHOOLS NEEDING ASSISTANCE THIS YEAR ARE:

LORD SELKIRK ELEMENTARY SCHOOL

CAPTAIN JAMES COOK ELEMENTARY SCHOOL

LORD ROBERTS ELEMENTARY SCHOOL



School supplies can be purchased using the individual school links above.

If you have any questions call *Patricia Anderson* at (949) 824-4811.





## Early Bird Registration

March 22, 2019 is the deadline for WACUBO institutional members to qualify for the discounted rate of \$695. After this date, the cost of registration is \$795. Non-members are charged the flat rate of \$895.

## Online Registration

The online registration process is powered by NACUBO. Please [click here](#) to use your NACUBO login to register. You may also use the same link to create an account or reset your password, if you have forgotten your credentials. The secure shopping cart is available for all payment options. Most forms of credit cards, such as Visa, MasterCard and American Express are accepted.

If your institution requires payment by check, [click here](#) to download and print a paper application. Please send the application and payment to Amy Barbieri at NACUBO, 1110 Vermont Avenue., N.W., Suite 800, Washington, DC 20005.

If you have questions, please contact WACUBO Registrar Patricia Putnam by phone at (858) 382-9307 or by email at [poliver@sandiego.edu](mailto:poliver@sandiego.edu).

Technical questions regarding the online process should be directed to Amy Barbieri at NACUBO by phone at (202) 861-2556 or by email at [abarbieri@nacubo.org](mailto:abarbieri@nacubo.org).

## GUESTS

Guests (spouse, partner, friend or other family member) are welcome to attend the Annual Conference. The most economical way to include your guest in WACUBO events is to register him/her for the conference as a guest for \$400. The guest ticket includes access to conference sessions as well as the Sunday evening opening reception and dinner, Monday and Tuesday's luncheon and Tuesday's President's Reception & Toast and WACUBO After Dark.

## DAILY CONFERENCE REGISTRATION

Daily conference registration for Sunday, Monday, Tuesday or Wednesday is available. Please see prices listed to the right.

## BUSINESS PARTNERS

Business Partners must register through [eShow](#). Please contact Business Partner Showcase Committee Chair John Cebula by phone at (714) 628-2854 or by email at [WACUBOBusinessPartners@gmail.com](mailto:WACUBOBusinessPartners@gmail.com) for more information.

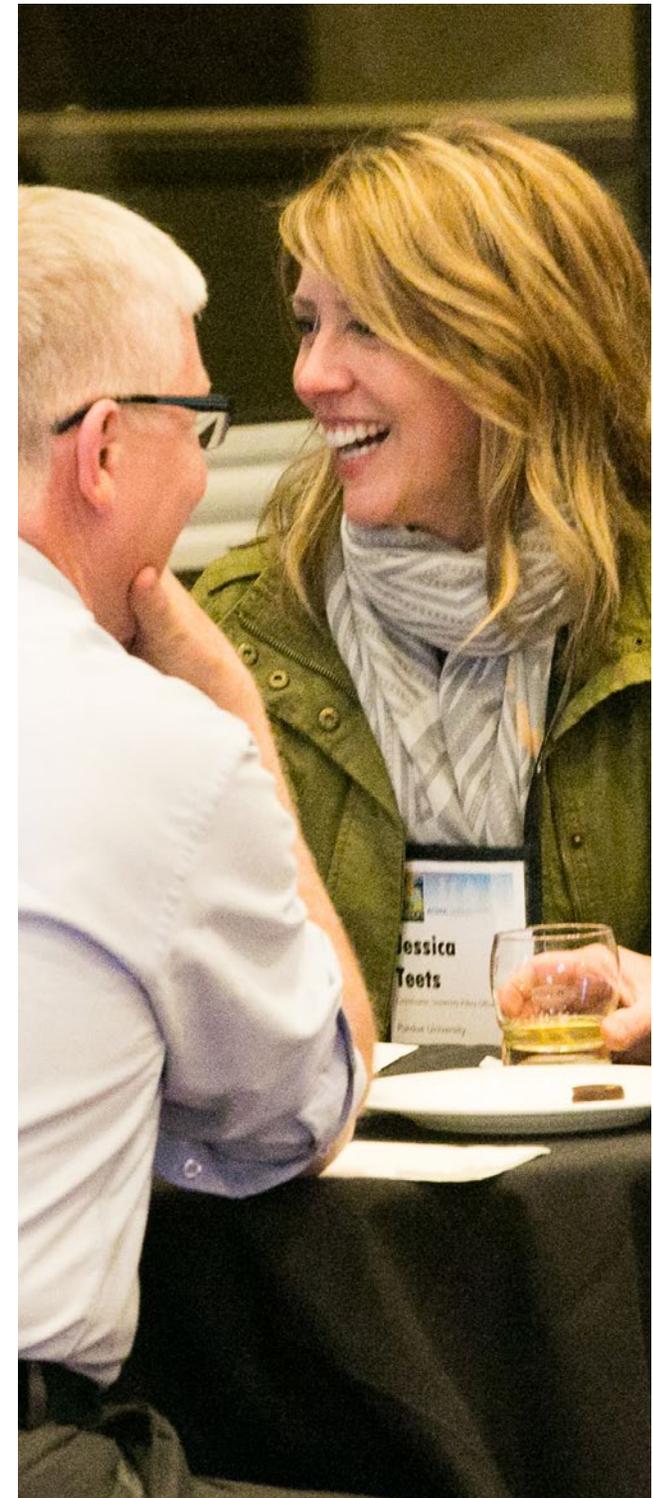
## REFUNDS

Request for refunds will be honored if received by April 8, 2019, by written notification to WACUBO Registrar Patricia Putnam at [poliver@sandiego.edu](mailto:poliver@sandiego.edu). No refunds will be made after this date for any reason; however, substitutions are permitted at any time. Please notify Patricia Putnam, in advance, regarding substitutions. There is a \$50 fee for all cancellations (no cancellation fee for guests if the primary registrant is also canceling.)

In the event of the Annual Conference cancelling 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.

## REGISTRATION RATES

Early bird (by March 22)	\$695
Member (after March 22)	\$795
Non-member	\$895
Guest	\$400
Pre-Conference Workshop #1	\$100
Pre-Conference Workshop #2	\$100
Daily – Sunday	\$250
Daily – Monday	\$325
Daily – Tuesday	\$450
Daily – Wednesday	\$250
Sunday Opening Only	\$175
Harbour Cruise	\$100





# WACUBO

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## Mission Statement

WACUBO's mission is to offer opportunities to members to develop professionally, to explore issues and trends in higher education and to engage with colleagues to share their expertise.

## Vision

WACUBO will be the premier provider of professional development and networking for business officers serving higher education in the west.