



# The Western Association of College and University Business Officers

Fall, 2003  
Issue 42

## Managing in Difficult Times? WACUBO Can Help

by William L. Everhart

This has been a difficult summer! So many of the business officers I have spoken with are dealing with serious issues on so many fronts that I wonder how many people actually got off campus for any vacation. In the public sector, in every state in our region, our institutions are under pressure to provide the same or ever increasing services to their constituents with significantly less resources. In the private sector, in every state in our region, institutions are evaluating their budgets in light of lower spending amounts from endowments and price pressures on their tuition.

tions are in order to both Bill and his wife Monica, and the thirty-eight colleagues who took the time out of their busy schedules to attend this career-enhancing program. Jay Kenton, second vice president was also in attendance as we have at least one officer attend each year. Similarly, the attendance at the BMI, held on the campus of UC Santa Barbara, was equally well attended. With a final enrollment of over 300, the Institute once again had a positive impact on the professional development of so many of our members. Thanks have to go out to Monica Boulay who directs the Institute with great aplomb and professionalism, along with the dedicated faculty who make the institute what it is.

In July I attended the annual meeting of NACUBO in Nashville and went to my first Board of Directors meeting for NACUBO. I was in an observer role since my term actually began after the annual meeting, but I am pleased to report that on the national level we are seeing continued progress in the organization, the focus on primary purposes, and the growing cooperation between the regions. I had the opportunity to meet with the Presidents of the other regions and I was impressed with their dedication to not only their region's activities, but also to exploring ways in which the regional associations can better work together. I believe that we have a lot of exciting opportunities opening up that will foster greater coordination of activities among the regions.

While attending the NACUBO meeting it was great to see two of our own honored and recognized for their contributions to our industry. Ms. Jacalyn Askin, the Assistant Vice Chancellor, Financial Operations of Pima County Community College received a "Rising Star" award from NACUBO for her already impressive accomplishments. In addition, Mr. Joseph Mullinix, Senior Vice President, Business and Finance of the University of California, received the distinguished Business Officer of the year award. Our congratulations go out to both of you for the justly deserved recognition of your individual accomplishments.

### 2004 Annual Meeting

Plans are well under way for our annual meeting next May, to be held in Maui, Hawaii. I do not think I have to say anything at all to promote the location, other than you will be kicking yourself for years if you do not make the effort to attend this meeting! The program is well on its way to being completed under the able direction of Jay Kenton, Program Chair and second vice president. I know that we will be treated to a number of tremendous sessions that will help us all to be better managers, especially in these times. Mike Unebasami, who has a lot of past experience putting these events together, is our Host Committee Chair this year. Mike has been working on the meeting since last spring and promises a great time for everyone after the business meetings are completed each day.

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Indeed, an exciting time in higher education. Some of you may be scratching your head about now, exciting time? Has this guy lost his mind? Well, maybe, but I think that the best managers have a real opportunity to shine in difficult times.

One tangible way to react in a positive and proactive manner in these situations is to make sure that you and your employees have the most up to date tools, information, and contacts to help you find the best solutions available. WACUBO endeavors to provide our members with just these tools, information, and networks in order for them to excel in their positions. Based on our attendance at the Executive Leadership Management Institute (ELMI) and the Business Management Institute (BMI) this past summer, many of you agree that these are exactly the times we all need to

pursue professional development.

The ELMI at Stanford this summer was over booked with thirty-eight students, three more than the normal full enrollment. In addition, thanks to the hard work and Herculean efforts of Bill Pickens, Executive Director of the Institute, the satisfaction ratings for this summer's program were some of the highest ever recorded. Congratula-

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# President's Message

## Managing in Difficult Times? WACUBO Can Help

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### Annual Agenda

As I mentioned in my last letter, my primary goal for this year is to complete the reorganization of duties for our key committees as well as a couple of our officer positions. The objective is to address three main concerns: succession, organizational effectiveness, and workload. By addressing the issues head on, and rewriting the by-laws to reflect the changes, I believe that we will leave WACUBO with a firm foundation to face the challenges of the future. The suggested by-law changes will be distributed to the membership in early spring so everyone will have plenty of time to review the proposed restructure before voting at the annual meeting.

### Conclusions

As you read this article, the school year will be well under way, but as I am writing it, it is the first day of instruction. So, to start off this year, we

had a blown circuit in our main electrical feeder at 4:14 am this morning and we had no power to 80% of our buildings until about 12:10 pm. At least we have gotten through our first little crisis of the year!

Every year at this time I am reminded why I made the choice to work in higher education. I find it extremely rewarding to be part of an enterprise that has so many possibilities to not only impact individual student's lives in ways that we can only imagine, but also to be part of an enterprise that further expands human knowledge and has the potential to positively influence the future of our world. Of course, next week I won't have time to think about these lofty sentiments, but I like to remind myself on occasion that, even with all of our problems and issues, this is a great industry to work in. I hope you feel the same way.

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TO SOLVE  
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### WACUBO NEWSLETTER

**Submission of articles:** We welcome articles from individuals on a variety of subjects that would be of interest to members of our specific industry. WACUBO also solicits articles from vendors in various industries that are essentially generic in nature, that describe current trends in the industry, and that are of interest to business officers in higher education. The articles are expected to be educational or informative but not favoring any one particular vendor. A byline including the author's name, position and institution will be included. Articles should be brief (500-750 words).

**Career Announcements:** Career announcements are accepted on an "as-room-permits" basis and are included as publication room permits. Photos may be included, but inclusion with announcement is not guaranteed. **Submit all articles in the body of an e-mail message, or as a text document attachment to an e-mail message addressed to [raclemmo@uci.edu](mailto:raclemmo@uci.edu).**

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*William L. Everhart,  
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Robert Clemmons,  
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**Changes of address: send all address changes to  
Gregg Goldman at  
[gregg.goldman@marshall.usc.edu](mailto:gregg.goldman@marshall.usc.edu)**



# 2004 Annual Meeting - Wailea, Maui

## Information Exchange Program Provides Paradise for Professional Providers

by Linda Stewart and Susan Geiss

The Information Exchange Program at the Annual Meeting provides an opportunity for WACUBO's business partners to connect with the membership. Through exhibits and sponsorships, they support our activities and provide

information and solutions to the myriad of challenges that face college and university administrators today. These partners are committed to providing quality advances for higher education. The following letter outlines the opportu-

nities for sponsors and exhibitors -- if you have a vendor partner who could provide and gain value from participation, please let them know of these opportunities - or pass a contact name on to us!

Dear Business Partner:

We invite you to participate in the 2004 Annual Meeting of the Western Association of College and University Business Officers, May 23 to 26, at the Wailea Marriott, Maui, Hawai'i.

While we continue to expand the means of connecting the expertise you, our business partners, provide to the WACUBO membership, the Annual Meeting remains the cornerstone of WACUBO's business partner activities. At the Annual Meeting, as an exhibitor and/or sponsor, you have direct access to more than 350 higher education administrators from campuses that encompass the thirteen western-most states in the United States, Mexico, the western Canadian provinces, and the Pacific Rim. The information and solutions shared among WACUBO's business partners and the administrators who make and influence the business decisions on these campuses are invaluable to the continuation of quality advances in higher education.

We are ready to kick off our fall recruitment drive. An array of sponsorship opportunities are available, but booth space may be limited. Past participants - if you have not made your commitment, be sure to contact us right away to reserve your space. If you are new to WACUBO, we look forward to describing the benefits and opportunities.

Since "Maui no ka oi" (Maui is the best!), the 2004 meeting is expected to be very popular. This is your last opportunity to reserve space before the program is more widely distributed. We are excited about plans for next year's program and want to be sure you have the information you need to take advantage of the opportunity to join us in beautiful Hawai'i! We do hope you will participate. Please let one of us know if you would like additional information, or have questions regarding WACUBO's Information Exchange Program.

Sincerely,

Susan

Susan Geiss  
sgeiss@covad.net

Linda

Linda Stewart  
lstewart@mail.sdsu.edu



### Preparing for Maui:

*If you want to keep from looking like a haole (off-islander), be prepared to see and use some of the following useful phrases:*

- **aloha** - hello, goodbye, love
- **a hui hou** - until we meet again
- **e komo mai** - welcome
- **kala mai ia'u** - excuse me
- **mahalo** - thank you
- **maika'i** - I am fine
- **A'ole** - no
- **'Ae** - yes
- **akamai** - smart
- **hana hou** - do again
- **hapa** - half
- **nani** - beautiful
- **pau** - finished, "it's over"
- **ono** - good
- **elemu** - what you sit on
- **wahine** - woman
- **kane** - man
- **keiki** - child
- **tutu** - grandmother
- **luna** - boss
- **malihini** - a newcomer
- **ohana** - family
- **paniolo** - cowboy
- **ali'i** - chief, nobility
- **kahuna** - expert, master
- **hula** - a narrative dance
- **imu** - underground oven
- **lu'au** - a feast
- **hapa** - half
- **holoholo** - a stroll
- **kai** - ocean
- **kapu** - taboo, keep out

We continually seek new ways to connect WACUBO's membership with our business partners and their expertise. In exploring ways to do this, your comments are invaluable and contribute to the overall success of the annual meeting. If you have thoughts regarding the Information Exchange Program, please let us know. We look forward to seeing you next year in Hawai'i!



# Professional Development

## ELMI Summer 2003 Report

The Executive Leadership and Management Institute is an experience designed to totally immerse attendees in the skills and understandings essential to success in leadership and management positions in higher education. The format, along with class size limits, allow everyone to get to know other participants and the faculty in ways that are not possible elsewhere. The format is rigorous, bombarding everyone with lots of ideas and breaking down barriers to honest exchanges.

The 2003 ELMI, held July 24 through August 1, 2003, attracted a wide range of participants. Geographically, people came from states as far apart as Georgia, Washington, Kansas, and North Carolina. Professionally, participants ranged from a vice president for administration to the manager of motor pool operations; from the director of research for a statewide association of private universities to a Director of Investment Operations; from the dean of graduate and adult studies to the director of campus enterprises. This diversity of perspective greatly enriches the conversation.

The 2003 session, however, is best described by the participants themselves in their written evaluations of the ELMI (see column at right), and by a look at the class.

Many thanks and best wishes to all those who attended the ELMI in

### The ELMI Class of 2003

**Bottom Row**, left to Right: Shannon Burks, University of North Carolina-Greensboro; Beth Jones, Georgia State University; Cora Culla, Cal Poly Pomona; Son Le Thi, Lane Community College (Oregon); Dora Knoblock, California State University, San Marcos; Kathy Delehoy, Colorado State University; Diane Verkest, Northern Arizona University; Carolyn Harrison, Lower Columbia College (Washington); Beth Benedetti, Association of Independent California Colleges and Universities; Laureen O'Brien (San Francisco State University); Anne Eskridge, University of Washington.

**Second Row**, Left to Right: Fred Wood, University of California, Davis; Cathie Magowan, University of California President's Office; Diane Sharp, California Institute of Technology; Olivia Yang, University of Washington; Lori Stein, UCLA; Heidi Sann, University of Oregon; Marilyn Fowle, Dakota State University; Colleen Pike, University of Washington; Morna Mellor, UC Davis; Paul Wells, Henry Cogswell College (Washington).

**Third Row**, Left to Right: Bill Pickens, ELMI Director; Frank Johnson, Mid-America Nazarene University; Dante Noto, UC President's Office; Dan Morris, Community College of Southern Nevada; Mark Hamilton, Salt Lake Community College; Janina Latack, ELMI faculty member; David Carr, University of Washington; Mary Roberts, CSU Monterey Bay; Paige Macias, UC Irvine; George Latter, Pt. Loma Nazarene University; Dean Manship, CSU San Marcos.

**Top Row**, Left to Right: Matt Clemons, Cogswell College (California); Ray Moran, University of Nevada, Reno; Darrell Hart, Utah State University; John Glass, Washington State University; Jerry O'Hearn, UC Davis; Eben Sutton, UC Davis; Jay Kenton, WACUBO Second Vice President; Ev Davis, Washington State University; Mike Woormer, San Diego State University.



2003!

For more information about the curriculum and faculty of the ELMI, see [www.wacubo.org](http://www.wacubo.org). The session of 2004 is scheduled from July 29 through August 6 (Thursday through the following Friday)—so mark your calendars if you plan on attending and apply early in 2004. For other information, please contact:

William Pickens  
ELMI Director  
8912 Clairemont Mesa Blvd.  
San Diego, CA 92123  
(858) 278-1764 (Voice)  
(858) 571-0926 (FAX)  
whpickens@aol.com

*"If I had had this experience 15 years ago, I'd be a VP now."*

*"The faculty of ELMI is impressive and of the highest caliber in their area of expertise."*

*"If you consider yourself as already a leader on your campus, the Institute will validate your strengths and more so, challenge you to identify areas for further professional growth and advancement."*

*"Without a doubt the best spent week of my career. Although at times like drinking from a fire hose, the Institute was tremendously invaluable."*

*"Challenged the vision (or lack of) I had of my future and the role I can play at my institution."*

*"A life and career changing experience – I developed a deep affection and admiration for my colleagues and was able to view my own attributes and processes in new ways. This was fabulous – just what I needed and more than I could have imagined or hoped for!!"*

*"The Institute affirmed me in areas I knew I was strong and helped me realize some very practical things I could do to enhance my leadership role at the University."*



# Professional Development

## WACUBO Business Management Institute: "Another Week in Paradise"

by Monica Boulay

**"Just another week in paradise"** is how a Year Two student characterized the 47th Annual WACUBO Business Management Institute, held August 3-8, 2003 on campus at the University of California, Santa Barbara. More than 300 attended, traveling from 22 states. The BMI is designed to provide business managers with a four-year + program to enhance their expertise and effectiveness.

Held annually at the University of California, Santa Barbara, the campus is a perfect setting... and our hosts planned the usual terrific weather for the Institute! The many campus departments who work behind the scenes to produce the Institute received rave reviews for hospitality, excellent customer service and, of course, catering. In the current California political climate, it was even suggested that Sally Vito, UCSB Institute coordinator, and faculty member Beverly Ledbetter should consider a run for governor!

At Sunday's opening reception, Bill Everhart, WACUBO president, welcomed and encouraged attendees to continue their pursuit of professional development. In noting the personal and professional benefits of participation in WACUBO, Bill encouraged participants to become active in WACUBO and challenged them to return to the Institute in a few years as president of the association.

George Pernsteiner, UCSB's vice chancellor for administrative services, extended a very warm welcome, expressing great pleasure in serving as host campus to the Institute. "The campus hospitality really makes this conference wonderful," said one student. "The faculty and staff put together an excellent program."

The CSU 1 program, inaugurated in 2001 with specific topics pertinent to California State University staff, received excellent evaluations. Designed by the Financial Officers Association of the California State University and coordinated by Ed Bulinski, director of budget and planning at San Diego State University, the program is designed to orient new staff to the processes and the "uniques" of the CSU System. Students receive many valuable and timesaving materials to help in finding information and locating CSU resources.

The Continuous Learning program offers ongoing professional education to senior administrators and those who have completed Years One through Four. Karen Hoefel, a former WACUBO president, coordinated the Continuous Learning program, which featured Richard Ireland, president of The Snowmass Institute in Colorado, who presented *The Future of Higher Education: Can You Get There From Here?* He discussed the current and emergent strategic themes that are driving higher education and shaping our future. The program concluded with a well-received open forum presented by Karen and Dave Frohnmayer.

Ireland also presented *The Time Traveler's Report: A Scenario for Higher Education*, in which he discussed salient trends shaping the future of higher education and innovations that are driving success. He introduced the new market makers in higher education and showed us a scenario of the future.

In Years One and Two, students take a core course of subjects in the mornings that form the basis of knowledge essential for advance-

ment and leadership in higher education administration. New faculty this year included Kathleen McNeely of Indiana University, who taught accounting to non-accountants. Elective courses offered in the afternoons enable students to customize their professional development to courses of interest, updates and specific skills that are critical to effective performance. New elective topics included corporate leadership models, endowment management, resourcing business solutions in higher education, user-friendly bids, checklist for safe travel abroad, internal controls, collaboration in business solutions and the impact of Sarbanes-Oxley.

The Year Three curriculum offered sessions in leadership by Dave Frohnmayer, communications presented by Bill Jenkins and power and influence by Sean Joyce. "Frohnmayer was terrific... very practical, immediately useful" was the unified assessment. These sessions, combined with small group discussion of stimulating case studies (including cases written by students) dealt with timely campus situations. Jay Kenton, vice president for finance and administration at Portland State University, served as Year Three coordinator. Facilitators included Susan Clarke of Unconventional Wisdom, Sandra Lier of University of Washington and consultant John McDonald. Chris Christofferson of Stanford and Karen Hoefel each served as adjunct facilitators.

In Year Four, *Leadership Challenges in a Changing Environment* focuses on emerging and crucial issues in higher education. Mernoy Harrison Jr., executive vice president for administration and finance at Arizona State University, served as coordinator for Year Four. He designed a stirring program including small group workshops in which students developed a strategic plan; and *VOI: Assuring value from your technology investment*. Additional sessions included effective use of lawyers, change as an asset, optional individual career counseling and challenges in the university environment.

Of course, the best endorsements for attending the BMI come from the students. A Year One attendee chose the Institute because it is "the only opportunity to get a broad spectrum of information that I need, geared specifically for my industry. Everything pertained to higher ed, and it was so valuable."

For information on the 48th Annual Institute scheduled for July 25-30, 2004, call Monica Boulay at 520-298-8680 or email at EduSpeak@aol.com. Experience WACUBO's BMI for yourself!

*"Excellent content, applicable examples, useful information. Plus, I've met people I'll have as friends and resources for my entire career."*



# Professional Development

## Take advantage of these WACUBO Professional Development Workshops

### Basic Accounting (Concurrent)

Nov. 6-7, 2003

Las Vegas, NV

Fee: \$250

Hosts: Keith Foster, kfoster@wsu.edu

Jeffrey West, jeff.west@admin.utah.edu

Site coordinator: Marti Ash, ash@ccmail.nevada.edu

The Introductory workshop, presented by Jim Dunkelman and Rick Allen, will provide participants with an introduction to college and university accounting concepts and the basic format used by these institutions in their financial statements. The curriculum emphasizes the common issues and practices between public and private institutions, and focuses on accounting activity relevant to each fund/resource grouping. The Introductory workshop is appropriate for both people new to a college/university accounting position and those interested in an overview of the basics.

#### Presenters:

**Jim Dunkelman**, Director of Financial Services/Controller, The Claremont Colleges

**Rick Allen**, Director of Accounting and Financial Reporting, Utah State University

### Intermediate Accounting (Concurrent)

Nov. 6-7, 2003

Las Vegas, NV

Fee: \$250

Hosts: Keith Foster, kfoster@wsu.edu

Jeffrey West, jeff.west@admin.utah.edu

Site coordinator: Marti Ash, ash@ccmail.nevada.edu

The Intermediate workshop expands upon the material presented in the Introductory workshop. The curriculum is geared towards those with experience in higher education finance and accounting, who may be seeking an expanded discussion of both common issues and specialty areas of responsibility. Extensive time is spent on analysis of both public and private financial statements as well as current topics in the industry.

#### Presenters:

**John Gardner**, Director of Regulatory Accounting & Reporting, Brigham Young University

**Jeffrey West**, Controller, The University of Utah



### Risk Management for International Programs

Nov. 7, 2003

Las Vegas, NV

Fee: \$150

Hosts: Monica Boulay, EduSpeak@aol.com

William H. Pickens, whpickens@aol.com

Site coordinator: Brian Rudolph,

brian.rudolph@ccmail.nevada.edu

Learn how to protect your institution from the risks associated with international programs. This program covers the major areas of risk and legal liability faced by higher education, presenting techniques, plans and guidelines to reduce institutional risk. An interactive session will enable participants to work with case studies of losses and liabilities, analyzing preventive measures that could have resulted in less damaging outcomes. We will discuss how to minimize risk through an institutional structure with rigorous guidelines, approval procedures and documentation requirements and the valuable resources and services that OSAC provides domestically and overseas.

#### Presenters:

**Richard P. Schlegel**, Senior Claims Counsel, United Educators

**Patricia J. Fowler**, Director, Risk Management and Insurance, Michigan State University

**Richard J. Ingram**, Deputy Executive Director, Overseas Security Advisory Council, U.S. Department of State

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(866) 824-9330

#### ROOM RATES : \$89.00

Based on single or double occupancy. There is a Ten-Dollar (\$10.00) per person per night additional person charge for triple and quad occupancy. Children twelve (12) and under may share the same room with parents at no additional charge. At least one person in each room must be twenty-one (21) or older in order to check-in. All rates are subject to Clark County room tax, presently at nine-percent (9%).

Group rates may apply two (2) days before and two (2) days after the Agreement dates based on availability.

#### ROOM RESERVATION:

It is our understanding that guests will make their reservations directly with the Tuscany. Please instruct the guests to call the Tuscany Room Reservations Department at 877-887-2261 and ask for WACUBO Workshop group rates.

## Tax Day for Colleges & Universities

Oct. 28, 2003

Washington State University,

Vancouver, WA

Fee: \$150

Host: **Beth Barker** beth.barker@orst.edu

phone: 541-737-06262

Site coordinators:

**Jo Keeler**, keeler@vancouver.wsu.edu

**Lynn Valenter**, valenter@vancouver.wsu.edu

Non-profit? Many WACUBO member institutions are; no tax issues? Absolutely not! Spend a day with three college and university tax experts to learn more about key regulatory and planning issues that business officers often face.

Gain an understanding of what constitutes taxable employee fringe benefits. Learn the keys to determining FICA exemption status for student employees, and what you need to know to distinguish an independent contractor from an employee. Learn the regulations you need to know if you are considering seeking extensions on the filing dates for W-2, 1099, and 1042 forms. What is Unrelated Business Income Tax

and under what conditions would my college or university have to pay it? My university employs foreign students and faculty, what are my tax reporting obligations? All of these concerns and many you may not have even considered will be topics for presentation, discussion, and Q&A for the WACUBO Tax Day. Our presenters are experts from the IRS with comprehensive knowledge of the IRS code and regulations, and an expert tax planner from the private sector with years of experience providing practical solutions to tax issues faced by colleges and universities. CPE certificates available.

Washington State University, Vancouver, is a short distance north of Portland, Oregon at the junction of Interstate 5 and 205. The campus has plenty of parking available.

### Presenters:

**Sue Ann Jansen**, Federal, State and Local Government Specialist, Tax Exempt/Government Entities Pacific Coast Group, IRS

### Marilee Basaraba.

Federal, State and Local Government Specialist, Tax Exempt/Government Entities Pacific Coast Group, IRS

**Leslie Richardson**, Senior Tax Manager, Not-For-Profit Services Group, Moss Adams LLP

### And from NACUBO:

## NACUBO Professional Development Programs

Program	Date	Location	Early-bird *Member/ *Non-Member
<b>Fall 2003 — Winter 2004</b>			
Intermediate Accounting and Reporting	October 27-28	Pittsburgh, PA	\$549/\$699
Managerial Accounting and Analysis	November 12-14	Scottsdale, AZ	\$549/\$699
Tax Forum	December 4-5	New Orleans, LA	\$549/\$699
Endowment Management Forum	January 29-30	New York, NY	\$549/\$699
Intermediate Accounting and Reporting	February 2-3	Orlando, FL	\$549/\$699
Nonresident Alien Tax Issues	February 12-13	Orlando, FL	\$549/\$699

### Spring — Summer 2004

Student Financial Services Conference	March 7-9	Phoenix, AZ	\$549/\$699
Privatization of Student Housing	March 25-26	College Park, MD	\$549/\$699
Facilities and Administrative Rates	March 29-31	Atlanta, GA	\$549/\$699
The Higher Education Accounting Forum	April 25-27	Chicago, IL	\$549/\$699
The NACUBO Executive Symposium	May 2-4	Washington, DC	\$679/\$819
Integrated Planning and Budgeting	May 17-18	Kansas City, MO	\$549/\$699
The New Business Officers Program	July 16-17	Milwaukee, WI	\$449/\$599

- Register for NACUBO offerings at [www.nacubo.org/register\\_for\\_programs](http://www.nacubo.org/register_for_programs), or call (202)861-2520
- Nacubo professional development programs are often sell-outs. Please secure air and hotel reservations only after confirmation of registration. See website for hotel locations.
- Mail-in registration is available only for early-bird registration. After the early-bird deadline, on-line registration is required.

\* Early bird rates (up to 4 weeks prior to event) Standard rates are \$50 more.

For more information call NACUBO Registration at 202-861-2520



# Ten Steps for Implementing Change

## Step Six: Identify and Remove Barriers Before Implementing Action Plans

By Jeff Marsee

*This month's column identifies the sixth step that a leader should consider for successful implementation of sustained organizational change. Readers are encouraged to respond to Jeff Marsee, (jarmarsee@aol.com) with questions about information in this column..*

In this ten step change management series, five areas of focus have been identified as necessary for successful continuous organizational change to occur. They are:

- 1. Align leadership style with the organization's culture;**
- 2. Correctly utilize the organization's "change missionaries;"**
- 3. Protect the "change agents;"**
- 4. Create a sense of urgency for change;**
- 5. Identify the "real" problem.**

The above human relations and strategic preparation steps properly sets the stage for organizational change. Action begins when leaders establish a project team to tackle a change initiative. The project change team typically follows a strategic process by:

- **completing an "as is" diagnostic review;**
- **identifying threats and opportunities;**
- **creating action plans; and**
- **implementing action plans.**

Unfortunately, project teams often fail despite this text book strategic approach for implementing change.

I witnessed the demoralizing results of continuously failing change initiatives at an Upper Michigan University. The college was attempting to implement a Student One-Stop Center. The organization had a long history of unsuccessful change initiatives and the team members were too busy to make another attempt. They didn't believe their organization was capable of a sustained effort to successfully achieve the objective. This university's experience with recurring failed change efforts was not unique. Several change management researchers (e.g., Arthur D. Little; McKinsey & Company; and John Kotter) also acknowledged that about two-thirds of management-driven "organizational transformation" efforts did not survive the initial phases (Peter Senge, The Fifth

Discipline and John Kotter, Leading Change).

At the upper Michigan university, projects had stalled because problems or issues outside the control of each project team had created insurmountable barriers to success. To address this pattern of failure, an oversight (senior management) team was established. The president and her team were responsible for removing all barriers identified by the project team before implementation of action plans were attempted. Thus, as the project team defined action plans, they also identified the related barriers. These barriers were referred to the oversight team. The oversight team was responsible for resolving issues that would have prevented successful implementation of action plans, for suggesting alternative action plans, or for calling a halt to the project if necessary. Barriers were typically issues related to resources (staffing and funding), policies or politics. With the senior management team taking a critical role in the change management process, the project team was able to focus on action plans with an assurance that otherwise project stopping barriers would be removed. The oversight committee's potential inability to remove a project stopping barrier would become the indicator that the project was finished. It was agreed that time would not be wasted on unlikely to succeed objectives.

This sixth step in the change process, identifying and removing barriers, underlines the responsibility of leaders to remain engaged in the change effort. By recognizing that senior management must be a part of any change initiative, responsible for removing high level barriers, the duality of project team and oversight committee roles can become more strongly linked. The project team's role includes anticipating what issues may prevent the project from successful completion. This not only includes making general statements, but also requires the team to clearly define each problem and what will be necessary to remove an identified barrier. For instance, if additional technology is required to successfully implement an action plan, the project team must document exactly what is needed and at what cost. If additional staff members are required, how many, at what level, from where (transfer or newly

hired), and how will they be used? If policy changes are required, what must be stated in the new policy?

Taking the time to properly define each barrier helps determine who in the organization can resolve issues and what success will look like when each barrier is removed. To help assure that project team members are acting on action plans after barriers are removed, regular follow-up reports should be submitted to the oversight team. These reports should identify specific action plans, milestone due dates, who is responsible (including the assigned team member's supervisor), and actual progress on the assignment. Additional barriers are often identified through this process, thus requiring the oversight team to be continually engaged in the barrier removal process. An alert leader can set a corrective course of action if intervention is necessary.

For more information about the concept of why organizations often fail in change initiatives, and what leaders can do to address problems related to organizational transitions, the following books are suggested for reading:

- **Biehl, Bobb, *Stop Setting Goals If You Would Rather Solve Problems***
- **Brown, Mark Graham, *Why TQM Fails***
- **Macdonald, John, *Call a Halt to Mindless Change***
- **Mintzberg, Henry, *The Rise and Fall of Strategic Planning***
- **Mirvis, Philip and Berg, David, *Failures in Organization Development and Change***
- **Senge, Peter, *The Fifth Discipline***



*Jeff Marsee, President of Jeff Marsee & Associates (www.jeffmarsee.com), is an independent management consultant who specializes in facilitating process transformations for college and nonprofit organizations. He has written extensively, and has successfully consulted as a change management facilitator to help leaders understand the importance of the human element in the organizational transformation process.*



## Breakout Session

# Managed E-Travel Distribution: Procuring Academic Travel for Less

For academic institutions, business travel is often 'mission critical,' despite the mounting pressure of budget cuts. Business travel is mission critical because it leads to ... well... funding. This may be a difficult theory to quantify, but "it makes sense" says Professor Mac Noden, Senior Lecturer in Management, Marketing and Tourism at the School of Hotel Administration, at Cornell University. "... such travel is not significantly different from, nor is it of any lesser importance than, that of any other organization because its primary purposes generally support the mission of the institution, and must be conducted in the same efficient and cost effective manner. However, since travel by academics and academic administrators is often funded by third party sources, such as government and private sector foundation grants, the military, foreign governments and even tuition dollars, the need for timely and credible cost/need transparency is increased, and such transactional accountability is an absolute prerequisite to confidence retention of those institutional funding sources."

Hence, those academic administrators responsible for travel management need tools for procuring travel for less. 'Managed E-Travel Distribution'-- the supplying and buying of contracted travel services on-line -- is clearly the most talked-about, cost-cutting measure among academic travel buyers. It is, of course, also critical among suppliers - all of which loom in the shadows of September 11, the effects of pre and post war, SARS,

and goodness knows what else. "Given that many suppliers are stuck with high fixed costs (planes, cars, real estate, fuel, union work force, etc.), to shave costs in distribution is comparatively opportune," states Professor Noden.

The concept of Managed E-Travel Distribution is a single portal that 'surfs' many different web-sites (Orbitz, Expedia, UAL.com, Southwest.com ... you name it), and compares these 'web fares' with rates negotiated by the institution and rates available through the traditional travel agency. The portal sorts the many options in a single screen, reducing 'surf time,' giving an 'apples-to-apples' comparison, applying institutional travel policy, and, ultimately when the 'purchase button' is selected, costing less than the traditional, full-service phone call. It offers the best of all worlds, plus it gives information to travelers on-line, a mode that many faculty and staff prefer.

There are many problems with 'Unmanaged E-Travel Distribution' (e.g. allowing business travelers to toggle from site to site, buying at their discretion). Firstly, there's a common misconception among travel buyers that 'just because' they are on the Internet, the fare 'is' lower. "The mentality of internet travel buyers is a lot like those who shop at outlet malls," says Marguerite Gustkey, Travel Manager, Penn State University. "Outlet shoppers buy under the simple assumption that because they're in an outlet mall, things have to be cheaper. And so they buy and buy, at peace with the assumption."

In all fairness, there are great deals on the Internet (and in outlet malls). But why not rely on an electronic arbitrator, instead of an assumption?



*by Clare Hansen-Shinnerl, CTE*  
There are other disadvantages to Unmanaged E-Travel Distribution, such as the time spent going from site to site, the hassle of complying with extreme restrictions, lost data which are vital to negotiations, and reimbursing out-of-policy, after-the-fact purchases (a particularly big deal for those traveling on sponsored project funds).

Managed E-Travel Distribution does have its limitations, despite what sales people pitch. It's clearly not the right tool for every transaction: Don't book a round the world trip on-line; don't use it for travelers who make a lot of changes, etc. And, adopting a 'touchless' on-line booking (one with no travel agent/ human intervention which ultimately leads to the lowest cost) means a transition from paper-heavy processes (authorizations) to automated ones. This is not a slam dunk change for many institutions.

Costs to license and implement have a quick return on investment, usually less than six months (depending on adoption rates). On-going booking / transaction fees are typically half the cost of the traditional, full-service call. Institutions are choosing different solutions to achieve relatively the same effect (never mind the application names, as they'll leapfrog in functionality or merge between the time this article is written and printed).

An analysis of Managed E-Travel Distribution applications and their implications on academic travel procurement -- along with many other travel-related topics -- are the focus of the Society of Collegiate Travel Management's annual conference, scheduled for Point Clear, Alabama, September 14-16, 2003. Conference information is at: <http://www.sctm.psu.edu/2003sctm/>

*Clare Hansen-Shinnerl is Director of Travel Management Services at the University of Southern California. You can contact her at [clareh@usc.edu](mailto:clareh@usc.edu), or visit [www.usc.edu/travel](http://www.usc.edu/travel)*



# Tales from the Front

## A Look at the University of Washington's "USER" Services Renewal Project

by Juliette Dong Yamane

*In 1997, UW's USER (University Services Renewal) Project started in 1997 with the mission to transform University of Washington support services. Here are the perspectives of one team member, from the on-line payroll system redesign team:*

**Q: Tell us about yourself and your role with the University of Washington's Services Renewal (USER) Project.**

I've been the payroll coordinator for my department for the past ten years. My supervisor heard that the USER Project was recruiting employees to design a new online payroll system, and she asked if I was interested in joining them.

**Q: What were they looking for in the selection process?**

They were looking for employees who used the existing payroll system regularly, and who really knew what users needed in a new system to do their jobs. You had to be detail oriented, comfortable working in a team setting, and willing to speak up and share ideas. The team had a broad representation of end-users from a variety of departments, administrators and support staff, as well as two computer developers. It was really important that my supervisor supported my participation on the team, because we met every week for three hours. I was on this team for over three years.

**Q: Once a week for three years? What's kept your interest all this time?**

A number of things. My first interest was in replacing our old payroll system. It was clunky, paper-intensive and so slow! I also wanted to build my skills and learn new things, like web technology. It was fun working with people outside my department and comparing notes. What I liked most was that end-users like me got to design the system.

**Q: Describe a typical weekly team meeting.**

Our agenda topics depended on what phase of the project we were in. If we were in a start-up phase trying to decide which project to tackle first, we might be reviewing the results of a questionnaire sent to payroll coordinators and administrators. During the design phase, our system developers would show us some computer screen layouts, and

get our feedback on the placement of particular items of the screens. If we were in the testing phase, we would be listening to the comments of beta testers about what they like and didn't like, what worked and what needed fixing. As I describe our meetings, what stands out to me is that end-users drove every stage of our process. Even the big decision to overhaul the payroll system was the result of over 1300 ideas and input from end-users.

**Q. This whole process sounds like it required lots of technical analysis and project management techniques. How did you know how to do all these things?**

In my job as a payroll coordinator, I rarely had the opportunity to learn these types of skills. This is where USER Project staff really helped us out. They were available at every meeting to support and train us in whatever tools we needed to keep moving ahead—data gathering and analysis, running focus groups, resolving conflicts, whatever we needed. We were the end-users and subject matter experts, but it was the USER Project staff that helped us work together as a team in tackling this big change effort.

**Q. Was it intimidating having computer techies throw around all those technical terms?**

Not really. Sometimes we had to make hard choices between our desire for a certain system feature and the available time and resources it required. We (users) educated the system developers about our priorities, and the developers educated us about what it would take to meet those priorities.

**Q: Designing an online payroll system—that's a lot of pressure with pretty high stakes. Where was upper management in all of this? What happened if you went off in a direction they didn't agree with? How did they handle that?**

Management appointed our team to develop an online payroll system for the university's 40,000+ employees instead of buying a \$25+ million payroll system—I'll say there was a lot at stake!

We were constantly encouraged to take risks and not feel bound by the way the university had always done things. The Executive Vice President kept saying that the words "failure" and "mistake" were abolished

and replaced with "expected and unexpected outcomes," which reminded us that we could learn from any outcome. At first I thought all of this was just semantics, but over time the Executive VP and the rest of the project's sponsors remained consistent in this mindset. **Q: Change always sets people off balance. Surely there were some pitfalls and protests along the way.**

A couple of examples come to mind: The old method was based on a system where personnel or salary actions required several signatures before the change could be made. After much research and debate, we decided to use "post entry review" for the new system. Business rules are programmed directly into the new system, to prevent erroneous payroll actions. If an administrator does notice an errant transaction, s/he can reverse that action. This change required a great deal of education, communication and patience to implement, but in the end I think most people have become comfortable with this new process.

Another challenge is how the new online payroll system has changed the roles and work content of many employees. Instead of payroll staff doing data entry, for example, they now provide customer support and training, design and update online help pages, and work with users to develop system enhancements.

**Q: Would you recommend "the USER approach" to everyone?**

No. I would recommend it only if you are committed to training teams in change management, project design and facilitation; you have motivated end-users; and upper management is committed to this way of working. If you have all these ingredients, your project will go well.

*Submitted by Patricia A. Bonner, Project Manager with the HR and Payroll Initiative of the University of Washington USER Project. Juliette Dong Yamane: Juliette served as a team facilitator for the USER Project from 2000 to 2002. She is a graduate of Harvard University and the University of Washington Business School. For more information on the University of Washington USER Project, see <http://www.washington.edu/user/>*



# Professional Development Committee

## 2004 WACUBO Annual Meeting Call for "Tales From the Front" Presentations

by Sandra Boyle

Do you have a story to tell about a particular success story on your campus OR something that happened at your institution that was beyond your control to prevent, but you and your institution went on to learn valuable lessons? OR do you have an innovative process that you would like to share with your WACUBO colleagues?

The WACUBO Professional Development Committee (PDC) is calling for WACUBO college and university members to submit their "Tales From the Front" (TFTF).

Here is your opportunity to share with colleagues both the solutions you have created at your institution, the success stories and the significant lessons you have learned from challenges you have faced.

We are looking for strong proposals and contributors from all types and sizes of colleges and universities throughout the western region. Take this opportunity to submit a presentation proposal for consideration by the WACUBO Professional Development Committee.

The TFTF program has proved so successful that it's being expanded. Your "Tale" will be considered for both publication in the WACUBO newsletter and for presentation at the 2004 WACUBO Annual Conference.

For the 2004 Conference, on Maui in Hawaii, we'll select strong proposals that meet committee criteria as described in this notice. Those selected for presentation at the Conference will be scheduled as a conference breakout session. Not only will you be an integral part of the program, but up to two presenters per breakout session will receive a free WACUBO annual meeting registration when selected as a proposal presenter.

Those selected for publication in the WACUBO newsletter (such as the Juliette Dong Yamane's "USER Services Renewal Project" article on page 10) will not only see their name and ideas in print, but will also receive a free registration to

one of our PDC workshops.

The topics we're interested in are as broad as a college/university business officer's job... risk management, process improvement, automation updates, human resource development, debt management, GASB implementation, USA PATRIOT Act implementation, emergency preparedness, change management, financial solutions to difficult situations, managing campus expectations, or any special project on your campus that can help your colleagues when shared... this is not an exhaustive list by any means, but it gives you an idea of the broad range we're interested in.

If you would like to submit a proposal,

please use the format below and email your proposal to Sandy Boyle (sboyle@u.washington.edu) by Monday, November 3, 2003. Sorry, no late proposals accepted.

The Professional Development Committee will look for relevance of the issue/problem to sister colleges/universities, organization of presentation, clarity of expression, and originality of concept and approach. If you have any questions about the call for member presentations and articles for publication in WACUBO's Newsletter, please contact Sandy Boyle, Vice Chancellor for Finance and Administration, University of Washington, Tacoma, sboyle@u.washington.edu. We look forward to hearing from you!

### Snapshot Info:

## Tales From the Front Calls for Proposals

Expanded Member Participation Opportunity  
2004 WACUBO Annual Meeting Presentation  
May 23-26 - Maui, Hawaii

### Required format for all submissions:

- Presenter's name, title, college/university's name, address, phone number and email address
- One page synopsis of the problem, the solution, the lesson's learned that might help colleagues. The synopsis should be 500 words or less, using Microsoft Word or WordPerfect. If selected for publication, we may ask you to do minor editing for space so it can appear in the WACUBO Newsletter. Please state permission for WACUBO to publish your synopsis.
- Outline of the content of your presentation (2 pages maximum).

**Deadline for consideration: November 3, 2003**

**Send to: Sandy Boyle at sboyle@u.washington.edu**



# WACUBO Calendar

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## 2003

**Oct. 28** Tax Day for Colleges & Universities  
**12 - 15** CACUBO Annual Meeting

**Vancouver, WA**  
**Columbus, OH**

**Nov. 1-4** EACUBO Annual Meeting  
(Note the change in date and location!)

To **Baltimore, MD**

**6-7** Basic Accounting (Concurrent)  
**6-7** Intermediate Acct (Concurrent)  
**7** Risk Mgmt for Int'l Programs  
**9 - 11** SACUBO Fall Workshop

**Las Vegas, NV**  
**Las Vegas, NV**  
**Las Vegas,**  
**Orlando, FL**



## 2004

**February TBA** Grants and Contracts for Business Officers

**Los Angeles (LAX), CA**

**March TBA** Basic Accounting  
Intermediate Accounting

**Sacramento, CA**  
**Sacramento, CA**

**April 18 - 20** SACUBO Annual Meeting

**San Antonio, TX**

**May 23 - 26** WACUBO Annual Meeting

**Wailea, Maui, HI**

**June TBA** Investment/Debt Management Workshop

**Seattle, WA**