

NACUBO ANNUAL MEETING
ADVANCE PROGRAM

CHARTING NEW COURSES

"This was my first NACUBO meeting and I found it invaluable.
I will definitely be back!"

—Marvin Katz, Director of Finance, University of Miami, Miller School of Education

Tampa, Florida July 9–12, 2011



GENERAL SESSION SPEAKERS

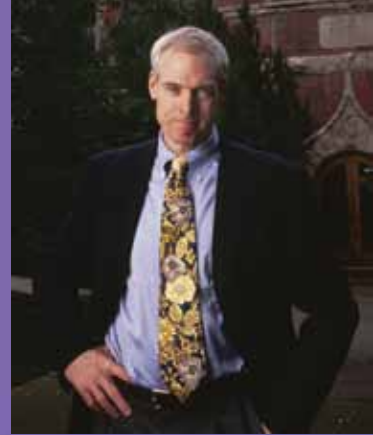
JIM COLLINS

Student and Teacher of Enduring Great Companies

"Greatness is not a function of circumstance. Greatness is largely a matter of conscious choice and discipline."

Jim Collins has spent his life studying great companies—how they grow, how they attain superior performance and how good companies can become great companies. Having invested over a decade of research into the topic, Collins has authored or co-authored four books, including the classic *Built to Last*, which has been a fixture on the Business Week best seller list for more than six years.

Collin's book, *Good to Great: Why Some Companies Make the Leap ... And Others Don't*, attained long-running positions on the New York Times, Wall Street Journal and Business Week best seller lists, has sold 3 million hardcover copies. His most recent book, *How the Mighty Fall: And Why Some Companies Never Give In*, was published in May 2009.



MOLLY CORBETT BROAD

President

American Council on Education (ACE)

Since becoming the 12th president of ACE in May 2008, Molly Corbett Broad has sought to make ACE a unifying voice for higher education, while fostering greater collaboration and new partnerships to help institutions face the challenges of the 21st century and contribute to a stronger nation and a better world.

Broad came to ACE from the University of North Carolina (UNC), where she served as president from 1997 to 2006. Prior to her tenure at UNC, Broad held a number of administrative and executive positions at several universities.

Broad has written and spoken widely on strategic planning for higher education, K-16 partnerships, information technology, globalization and biotechnology.

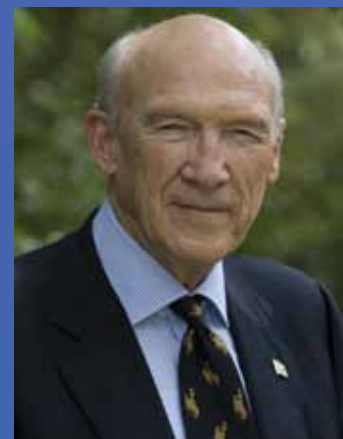
ALAN SIMPSON

Former Co-Chair

National Commission on Fiscal Responsibility and Reform

A trusted bi-partisan leader, Alan Simpson served from 1979 to 1997 as a U.S. senator from Wyoming. While serving in the Senate, Simpson held numerous leadership positions, including committee chair and majority whip.

Since retiring from the Senate Simpson continues to teach part-time with his brother at the University of Wyoming in Laramie, and has continued his public service as a member of the Continuity of Government Commission and as co-chair of the Americans for Campaign Reform. In 2010 Simpson was appointed to co-chair President Obama's National Commission on Fiscal Responsibility and Reform. During his tenure Mr. Simpson provided candid views on politics, the economy, and the hard and tough choices that lie ahead for America's leaders.



Learn more at www.nacuboannualmeeting.org/education/general-session-speakers.

PRE-CONFERENCE EVENTS

Unless indicated otherwise, these events are included with the full convention registration fee.

NEW BUSINESS OFFICERS PROGRAM

Friday, July 8–Saturday, July 9

New business officers are invited to a comprehensive two-day workshop covering topics such as: strategic planning, managing staff, building professional relationships, risk management, working with boards, resource allocation, and emerging issues in accounting, tax, finance, sustainability, and campus operations. Attendees will have the opportunity to ask questions and receive guidance from veteran chief business officers, and be challenged to evaluate their current practices and strategies, as well as exchange ideas with colleagues. We know the world looks different from the chief business officer seat, and we are here to help you succeed. Participation is limited to chief business and financial officers who report directly to the president and have been in their position less than three years.

A separate registration fee is required to participate.

NACUBO 5TH ANNUAL “SERVING THE COMMUNITY”

Saturday, July 9

Developed in partnership with TIAA-CREF, business officers will gather to make friends while addressing a worthwhile community need. Volunteers will work in teams on projects such as: assembling outdoor furniture, painting, or restoring outdoor recreation areas. All tools, materials, transportation and snacks will be provided.

Participants must arrive the prior evening and sign up in advance to participate in this project.

GOLF TOURNAMENT

Saturday, July 9

TPC Tampa Bay is an 18 hole, par-71 championship golf course and home to the Outback Steakhouse Pro-Am. Designed by Bobby Weed and Chi Chi Rodriguez, this course provides a challenging and fun experience for players of all abilities. The course is routed around natural wetlands, cypress heads, and numerous ponds and lagoons. Join your colleagues for a day of golf at the award-winning TPC Tampa Bay.

A separate registration fee and advance sign-up is required to participate.



SPECIAL EVENTS and PROGRAMS

Unless indicated otherwise, these events are included with the full convention registration fee.

OPENING EVENT

Saturday, July 9

Step back in time at the Tampa Bay History Center, where the region comes alive with interactive and immersive exhibits, theaters, a map gallery, and a research center. Take a journey through 12,000 years of powerful stories from the footsteps of the first native inhabitants, Spanish conquistadors, pioneers, presidents, sports legends, and railroad tycoons. Incorporating the Latin flair of Tampa's local heritage with live entertainment and great food, the opening event is sure to be talked about for years to come.

Tickets are included in the full convention registration fee. Additional tickets are available for purchase in advance of the event.

EXECUTIVE EXCHANGE FOR RESEARCH UNIVERSITIES

Sunday, July 10

Join senior-level chief business officers from research universities to discuss current issues in business and financial management. This is a select, one-day event for a national network of CBOs at research universities to gather at the NACUBO Annual Meeting in Tampa. Participants will engage in strategic, executive-level discussions regarding higher education and their evolving role within this shifting environment.

Participants must sign up in advance.

2011 NACUBO AWARDS

Sunday, July 10

NACUBO will be recognizing both individual and institutional excellence among colleges and universities during this event.

Attendance is by invitation only.

PRIMARY REPRESENTATIVES' BREAKFAST

Monday, July 11

This annual event provides an opportunity for the primary representative from each NACUBO member institution to discuss important business and financial matters facing higher education.

Attendance is by invitation only.

NACUBO FITNESS 5K

Tuesday, July 12

Challenge yourself to a 5K run or walk down Bayshore Boulevard. Currently, 4.5 miles of the world's longest continuous sidewalk exists along Bayshore Boulevard and Hillsborough Bay in South Tampa. The 5K will begin one block south of the convention center and take you along the Bayshore Boulevard sidewalk, with the bay on one side and some of Tampa's most elegant and historic homes on the other. Participants of all abilities can join in the fun by running or walking the 5K course.

CLOSING EVENT

Tuesday, July 12

Raymond James Stadium, often referred to as the "crown jewel" of the NFL, is home to the Tampa Bay Buccaneers and University of South Florida Bulls. Close out your 2011 annual meeting with great music and food on Buccaneer Cove and the mighty pirate ship that is permanently harbored there.

Tickets are included in the full convention registration fee. Additional tickets are available for purchase in advance of the event.

Learn more at www.nacuboannualmeeting.org/events.

CONCURRENT SESSIONS

Concurrent sessions will be scheduled Sunday, July 10–Tuesday, July 12. Each session is 75-minutes.

DOING THE NUMBERS

Assessing the Impact of Proposed Rules for Lease Accounting and Reporting

The Financial Accounting Standards Board exposure draft on leases proposes changes to simplify lease accounting standards and improve the quality of comparability of financial information. The core principle is that lease contracts give rise to assets and liabilities that should be reflected in the balance sheets of lessees and lessors. With new requirements for lessees to use a single method of accounting for all leases, balance sheets for private institutions will be changing. These changes potentially will impact the calculation of debt covenants, as well as financial ratios. Learn about the proposed guidance and discuss the operational implications and potential impact on financial reporting.

Presenters: Dale Larson, Vice President, Business and Finance/CFO, Dallas Theological Seminary; and Cynthia A. Pierce, CPA, Partner, Crowe Horwath LLP

Organizational Effectiveness in a New Era of Disclosure

The importance of effective capital market disclosures on a broad range of financial and operational risks is becoming increasingly important. Discover how universities can effectively respond to investors, lenders, rating agencies and underwriters who are requesting more information about liquidity, investment strategies, financial-aid practices, operating costs, graduation rates, endowment spending, and academic productivity. The credit impact of these requests is significant. In the capital markets there is a clear preference for entities that successfully communicate or disclose such core information compared with those that don't. Review examples of effective disclosure and efficiencies that enhance an institution's ability to meet the information needs of stakeholders.

Presenters: Mary Frances McCourt, Treasurer, Indiana University; Edie Murphree, Vice President, Finance, Emory University; and John Nelson, Managing Director, Moody's Investors Service;



CHALLENGE 2010: BUILDING A CULTURE OF ASSESSMENT AND ACCOUNTABILITY

In a time of limited resources, how can institutions undertake projects that improve efficiency, support transparency, and promote accountability?

During the 2008 Annual Meeting, NACUBO announced criteria for a Lumina-funded project to develop a cadre of institutions committed to using the Baldrige National Quality Program methodology and associated tools to build a culture of assessment and accountability. Eight institutions were selected to undertake projects designed to deliver examples of data-driven, results-oriented improvement strategies.

At this year's Annual Meeting representatives from these institutions will report on what they learned, as well as best practices from their projects and the processes they used. The projects ranged broadly in scope, including developing and launching a new employee benefit, improving space allocation, meeting new accreditation standards, revamping business services, and making services more customer-centric.

Hear about systematic and productive approaches to leading change during difficult economic times.

Successfully Leverage Internal Audits with Limited Resources

How can institutions get the most from their internal audit functions in light of resource constraints? Explore ways to creatively staff your internal audit department and prioritize the areas on which to focus. Review The Catholic University of America's internal-audit philosophy and discuss how its leadership has teamed with an accounting and advisory firm to maximize the resources dedicated to internal audits.

Presenters: *Cathy Wood, Vice President, Finance, and Treasurer, The Catholic University of America; and Raina Rose Tagle, Partner, Baker Tilly Virchow Krause, LLP*

Preparing for Upcoming IRS Employment Tax Audits

The IRS recently launched a nationwide program of audits focusing on employment tax compliance. The initial round of audits is reported to target up to 3,000 employers, including hundreds at colleges and universities. Learn what your institution can do to help prepare for an examination. Refresh your understanding of employment tax rules and discover tools for enhancing compliance related to worker classification, compensation, gift cards, institutional credit cards, personal use of cell phones, and other fringe benefits.

Presenters: *Rachel Spurlock, Senior Tax Manager, Crowe Horwath LLP; and Susan Tate, Vice President, Business and Finance, and Treasurer, Capital University*



FINANCING THE ENTERPRISE

Debt Management Best Practices

Become familiar with emerging financial and debt-management techniques. Learn techniques related to budgeting for the replacement cost of capital facilities, maintaining working capital funds, establishing liquidity reserves, developing bank and lender consortia, preparing interim financial statements, and improving enterprise-risk management. Hear from representatives of two institutions who have incorporated new financial-management practices and find out whether they were better insulated from the effects of the recession as a result of improved management policies and practices.

Presenters: *Mary Peloquin-Dodd, Managing Director, Standard & Poor's; Tim Slottow, Executive Vice President and CFO, University of Michigan; and Lou Mayer, Vice President, Financial Affairs, Saint Joseph's University*

Alternatives to Bank-Supported Liquidity and Letters of Credit

The cost of bank letters of credit and liquidity facilities has skyrocketed since the financial crisis. Covenants demanded by banks often are prohibitively restrictive. Explore how higher education institutions are dealing with these new realities. Decipher the interplay between endowment use and borrowing strategies. Understand when it makes sense to terminate swaps and convert from floating to fixed rate bonds to preserve endowment flexibility. Discover alternative ways to access the floating rate market without relying on restrictive and high-cost bank facilities.

Presenter: *Sam Solomon, Treasurer and Director, Finance, Northeastern University*

Managing Banking Relationships Strategically

As the financial industry emerges from crisis, managing banking relationships has become a strategic priority for the business and treasury office. Financial institutions increasingly look to broaden and deepen relationships with universities. But while banks pressure universities to consolidate their financial relationships, reasonable risk-management practices would suggest that greater diversity in providers is essential. Learn practical approaches to managing banking relationships from the perspectives of a university executive and a financial adviser.

Presenters: *Kim Pate, Assistant Vice President, Debt/Cash Management, Emory University; and Roger Goodman, Partner, The Yuba Group LLC*

CONCURRENT SESSIONS (continued)

Maintaining Excess Liquidity in Stable and Volatile Markets

Hear the views of three treasurers as they discuss separate models for maintaining excess liquidity to protect debt and investment portfolios in various market environments. While the two models differ in scope and motivation, they exemplify successful processes to establish day-to-day stability. Review reporting and presentation materials for governing boards that combine a bank background familiar to board members with a central bank perspective to establish best-practice reporting and management.

Presenters: *Liz Beshel, Global Treasurer, Goldman Sachs; Craig McCurley, Director, Office of Treasury Management, Harvard University; and Michael Kurlander, Managing Director, Corporate Treasury, Goldman Sachs*

Aligning Spending Policy with Investment Reality

Endowments are faced with a unique set of challenges. Administrators must adhere to minimum spending targets while sustaining returns. Understand the most important decisions you must make to achieve your objectives. Discern whether it is more important to focus on return or investment strategy. Discover how to ensure that your committees' objectives are aligned with your investment goals. Explore the best framework to use in making these decisions. Review practical steps to better manage your investments and fund your mission.

Corporate Showcase: Russell Investments

Presenters: *Steve Murray, Director, Asset Allocation Strategies, Russell Investments; and Heather Myers, Director, Endowment & Foundation Strategy, Russell Investments*

LOOKING AHEAD: PLANNING AND BUDGETING

Set the Wrong Tuition and You'll Pay the Price

Different though their funding sources may be, public and private institutions share a common challenge: identifying their institution's optimal price and aid strategy. Set the price too high, and you may scare off prospective students. Set the price too low, and you could leave much-needed revenue on the table.

How do you know whether you've got it right? How confident can you be of a decision based on untested hypotheses, gut instinct, and peer comparisons? Listen in as panel experts discuss market-tested price and aid strategies for institutions.

Presenters: *William Nance, Vice President, Finance and Support Services, Texas State University-San Marcos; and David Strauss, Principal, Art & Science Group*

Getting a Positive Return on Program Valuation and Performance Management

Private institutions face performance management challenges daily. Find out how Embry-Riddle Aeronautical University, a niche-oriented, multicampus private institution, used economic modeling techniques adapted from transportation industries to value programs and provide performance metrics. Discover how these techniques enabled one of its campuses to turn a multimillion dollar negative margin into a positive return within one year and ascertain effective college-to-program cross contributions, revenue yields, and overhead allocations. Gain insight from lessons learned and review sample models from more than 10 years of development.

Presenters: *Len Brazis, Director, Strategic Planning, Embry-Riddle Aeronautical University; and Maria Franco, Director, Institutional Research, Embry-Riddle Aeronautical University*

Considerations for Effective Implementation of a University's Strategic Vision

University chief business officers are in a unique position when it comes to implementing an organization's strategic vision. Hear from a diverse panel of business officers as they discuss their experiences implementing their institution's strategic plan. Explore ways to coordinate and align an organization's financial position, debt capacity, and credit profile with its strategic goals and understand how to build internal consensus to accomplish the plan. Discuss managing expectations regarding the institution's internal and external constraints, and identifying and addressing collateral considerations.

Presenters: *Ken Valosky, Vice President, Administration and Finance, Villanova University; Edie Murphree, Vice President, Finance, Emory University; John W. Griffith, Treasurer and CFO, Bryn Mawr College; and H. Jay Bellwoar, Managing Director, BofA Merrill Lynch*

Zero-Based Budgeting: Linking Expenditures to Strategic Goals

After confronting several serious issues under its previous budgeting system, including effectiveness of funding to meet strategic goals and efficiency of spending, administrators at Colorado Mountain College decided to improve the development of base budgets for all campuses and central services by implementing a modified zero-based budgeting. Under zero-based budgeting, expenditures must be justified, and significant documentation and data review is required. Additionally, all expenditures must advance the college's goals. Discuss how the zero-based system more closely aligns funding with the strategic plan and provides transparency in budgeting. Find out how the new system offered an opportunity to identify best and worst practices across the college.

Presenters: **Linda English**, CFO, Colorado Mountain College; and **Mary Lehrman**, Budget Manager, Colorado Mountain College

'No Net New Academic Space': A Capital-Prioritization Framework

Find out about Ohio State University's capital prioritization framework, including a comprehensive approach to capital planning. This approach grew from integrated analysis and innovative decision-support systems. The key intent is to ensure that mission drives the physical environment. To achieve this, the university requires a planning process that can create scenarios influenced by a wide range of factors that maximize the return on investment of limited capital. Hear how this approach represents a shift toward an integrated, data-driven, flexible, universitywide strategy in which needs are considered holistically and the university can agilely respond to changing circumstances. Examine the resulting changes, including the official adoption of a "no net new academic space" policy.

Presenters: **Amanda Hoffsis**, Senior Space Planner, The Ohio State University; and **Gregory Janks**, Principal, Sasaki Associates

MAXIMIZING OPERATIONAL EFFICIENCY THROUGH ENVIRONMENTAL LEADERSHIP

Charting a New Course with Integrated Energy Planning

An important challenge for institutions of higher education is to balance environmental stewardship with competing demands for increasingly limited financial resources. Business officers have an important role in helping their staff understand the business case for environmental stewardship, as well as making informed budget-planning decisions. Explore how Michigan State University's integrated energy-planning process enables decision makers to gain better insights into the economic, operational and environmental trade-offs inherent in the investment of new-building construction, renovations, and energy-efficiency and energy-supply technologies.

Presenters: **Kathy Lindahl**, Assistant Vice President, Finance and Operations, Michigan State University; and **Jeff Burks**, Director, Sustainability and Climate Change, Energy Strategies



STATE OF THE PROFESSION

Hear updates on topics relevant to your institution and profession. Tentative topics will include: what's new at the national level, and updates from the NACUBO Tax Council and the NACUBO Accounting Principles Council.

“There are a lot of sources available for obtaining the required CPE credits, however, the NACUBO Annual Meeting meets that need in a cost-effective manner, while providing specific information relevant to the higher ed[ucation] industry and networking opportunities with peer institutions.”

—Dianne Woods, Controller, Valparaiso University

Embedding Sustainable Business Practices in the Academic Experience

Like many higher education institutions, Arizona State University has embraced sustainability and taken significant steps to incorporate it into the academic curriculum. Early and active engagement by senior officials has facilitated the education of a generation of students to be sensitive to the environmental impact of societal growth and development, responsible stewards of natural and financial resources, and cognizant that prosperity cannot come at the expense or well-being of others. Explore ways to align operations and practices with the design aspirations, and academic and research priorities of the university. Find out how to implement a planning and prioritization structure that draws from the expertise residing in all areas of the institution. Discover how to engage the broader community in building a sustainable future and serve as a model that can be adopted by other colleges and universities.

Presenters: **Morgan Olsen**, *Executive Vice President, Treasurer, and CFO, Arizona State University*; **Ray Jensen**, *University Sustainability Operations Officer and Associate Vice President, University Business Services, Arizona State University*; and **Bonny Bentzin**, *Director, University Sustainability Practices, Arizona State University*

Transformational Infrastructure Planning: The Keystone of Sustainability

Infrastructure—broadly defined as the open space, transportation systems, communications and utilities between buildings—rarely is planned with a truly integrated, long-term approach. Yet, infrastructure, based on this inclusive definition, is the fabric that often defines campuses, underpins operations, and provides the physical foundation of community. Dis-

cover how forward-looking, integrated infrastructure planning is the key to achieving the next stage of economic and environmental sustainability. Examine the high-level and widely applicable conclusions from a recent University of Washington master infrastructure planning update.

Presenters: **Kirk Pawlowski**, *Assistant Vice Provost, Capital Resource Planning, University of Washington*; and **Charles Kennedy**, *Associate Vice President, Facilities Service, University of Washington*

Using Causal Measurement to Connect Sustainable Initiatives with Outcomes

As part of its comprehensive and integrated universitywide sustainability program, the University of Chicago created a causal-measurement system to guide strategic decision making, prioritizing the implementation of sustainability efforts to optimally impact the university’s specified outcomes. Many sustainability programs are designed without a clear understanding of how they will help the institution meet key strategic goals, or which actions will result in the greatest investment returns. As a result, such efforts tend to be disconnected from core programmatic activities and based on untested assumptions. Examine the array of desirable institution outcomes that can be tied to sustainability programs, including attracting and retaining talent (faculty, administrator, and students), gaining alumni and trustee funding and support, and obtaining increased grant funding, among other financially tangible measures.

Presenters: **Ilsa Flanagan**, *Director, Office of Sustainability, The University of Chicago*; and **Pam Cohen**, *Lecturer, The University of Chicago*

CONCURRENT SESSIONS (continued)

4Rfuture: Creative Financial Sustainability for Small Liberal Arts Colleges

As campus operating budgets tighten, universities need to work creatively to build sustainability programs that can assist in alleviating costs by generating tremendous savings in energy, water and other expenses. Universities also need to be thought-leaders in dealing with energy and environmental issues such as carbon-emission reductions and weighing the financial impact of buying carbon credits. Institution leaders also must consider the cost of porous pavements, and onsite retention and water-management initiatives that benefit the municipality. Listen to representatives from Dominican University (Illinois), Carleton College, and Dickinson College as they share their success stories and lessons learned. Explore how they charted the course toward a commitment to sustainability among faculty, staff and students. Discover how both institutions became valued for their leadership within their municipalities and surrounding communities, and for their commitment to sustainable initiatives.

Presenters: **Sarah Brylinsky**, *Sustainability Education Coordinator, Center for Sustainability Education, Dickinson College*; **Amy McCormack**, *Senior Vice President, Finance and Administration, Dominican University*; and **Fred Rogers**, *Vice President and Treasurer, Carleton College*

Join your colleagues in facilitated discussions on the “hot” topics.

RUNNING THE CAMPUS

Taking Control of Textbook Costs

Textbook prices are out of control and student access to affordable textbooks is in danger. Governments, advocacy groups, and students are urging students and faculty to avoid the campus bookstore and look elsewhere. College business officers and bookstore managers hold the key to easing this problem by balancing the financial aspects of running a college store (whether leased or in-house) with textbook affordability. Understand how the environment of the textbook industry led to the current crisis and explore ways to control textbook prices on your campus, including textbook buy-backs, rental programs, electronic books, and controlling custom packaging (bundles).

Presenters: **Don Newton**, *Director, City College of San Francisco Bookstores*; and **Tom Bauer**, *Director, Auxiliary Services, San Mateo County Community College District*

Making Strategic Decisions in a New Era of Health Care Reform

The sweeping changes of health care reform continue to leave higher-education benefits and finance professionals seeking guidance to the many key strategic decision points they face. Examine tactical and strategic considerations to managing health care costs and improving efficiency, while adding value to an overall benefits program and supporting the institution's academic mission.

Presenters: **Brad Kimler**, *Executive Vice President, Consulting Services Business, Fidelity Investments*; and **Kyle Cavanaugh**, *Vice President, Human Resources, Duke University*



EARN CPE CREDITS

When every dollar counts, it is good to know that the NACUBO Annual Meeting meets your professional and educational needs. Attendees can earn an estimated 18 credits. NACUBO 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.

CONCURRENT SESSIONS (continued)

Remodeling Emergency Management

Indiana University recently embarked on an overhaul of public safety, emergency management, and continuity-planning functions. A comprehensive evaluation of the university's capacity to develop, maintain and exercise viable emergency plans, and to orchestrate effective responses to all types of incidents, was undertaken. Learn how the university responded when this assessment identified serious problems and issues. Discover how a new organization, led by certified experts, was developed, and a new strategy, based on state and federal guidelines, is being implemented.

Presenters: **Mark Bruhn**, *Associate Vice President, Public Safety and Institutional Assurance, Indiana University*; **Diane Mack**, *University Director, Emergency Management and Continuity, Indiana University*; **Jennifer Gonzalez**, *Associate, Good Harbor Consulting*; and **Kiersten Todt Coon**, *Partner, Good Harbor Consulting*

International Compliance Risks and Best Practices: A Case Study

Every year colleges and universities undertake meaningful and well-intentioned initiatives that require operations in foreign locations. Often unaware, these institutions find themselves out of compliance with the myriad laws and regulations of the countries in which they operate and sometimes even with U.S. laws and regulations. Follow the path of a USAID-funded grant to a major research university involving operations in multiple countries, through complex foreign and domestic compliance requirements. Take home tools and tips, including effective planning questions and checklists.

Presenters: **Sunanda Holmes**, *Global Compliance Officer, Johns Hopkins University*; **Larry LeBlanc**, *Managing Director, International Tax, RSM McGladrey Inc.*; and **Scott Vanlandingham**, *Managing Director, Advisory Services, RSM McGladrey Inc.*

Harnessing the Value of Cloud Computing

Cloud computing has evolved from a concept to a reality in information technology and created a buzz in higher education environments. Find out what cloud computing is and what part it plays in the complex set of objectives that exist in higher education. When is cloud computing cost effective and appropriate to deploy? Hear from a panel of experts, each experienced in an aspect of educational computing (academic, instructional, administrative, enterprise, and research) to answer these questions and unveil the mystery surrounding cloud computing.

Presenters: **Richard Cosentino**, *Assistant Vice President, Financial Management, The George Washington University*; **Gary Naegel**, *Director of Finance, Graduate School of Education and Human Development, The George Washington University*; **David Steinour**, *Chief Information Officer, The George Washington University*; and **Eric Noriega**, *Director of Computing Facilities, School of Engineering and Applied Sciences, The George Washington University*

Out of the Shadows and into the Spotlight

Software that sits unused on a shelf quickly turns into an expense rather than a smart investment. With the continued demand for higher education institutions to do more—improve efficiency, streamline processes, and enhance student service—with less, software that becomes “shelf ware” is worthless. Discover how reinvesting in your existing technology can yield great dividends in dollars saved and better service. People and processes also must be reviewed and aligned with an eye toward institutional goals and technology capacity. Discuss best practices and activities to evaluate and effectively leverage existing technologies to meet institutional process and program priorities.

Corporate Showcase: SunGard Higher Education

Presenters: **Jeff Jones**, *Vice President, Strategy and Product Management, SunGard Higher Education*; and **Jeffrey Solomon**, *Executive Vice President and CFO, Worcester Polytechnic Institute*

CONSTITUENT PROGRAMMING

NACUBO recognizes that there are differences between institutions. At NACUBO's Annual Meeting, a customized learning experience has been developed to meet the unique needs of our four segments: community colleges (two-year public institutions), small institutions (enrollment under 4,000 or specialized institutions), research universities (public or independent, and medical schools/centers), and comprehensive/doctoral institutions (four-year institutions with enrollment above 4,000). Visit www.nacuboannualmeeting.org, watch your e-mail or follow NACUBO_Updates on Twitter for details.

Plotting a Course for Strategic Information Technology Planning

The University of Tennessee at Chattanooga has accomplished much with respect to technology at a time of increasing needs and limited resources. The university also managed a diverse technology community with centralized and distributed operations. With limited resources, university leaders had to invest wisely to address academic, administrative, and operational technology needs. As such, executives commissioned an IT assessment and strategic technology planning project. Hear a real-world account of the technology-appraisal and strategic-planning process. Discern the process of using a collaborative approach to evaluate strengths, needs and opportunities. Learn how the project led to strategies for effective technology-service delivery and the creation of a fitting IT governance plan.

Presenters: **Clinton Davies**, *Principal, Berry, Dunn, McNeil & Parker*; and **Richard Brown**, *Vice Chancellor, Finance and Operations, University of Tennessee at Chattanooga*

Making a Good 403(b) Plan Better

The new 403(b) regulations and the economic downturn highlight the importance of establishing a more structured retirement program for employees in the nonprofit sector. Discuss recent changes in the defined contribution plan marketplace. Learn how Purdue University conducted a comprehensive review of its \$2.3 billion defined contribution plan serving some 15,000 participants. Find out how the redesign of its retirement program, including consolidating from five providers to one, resulted in lower fees, improved services, and best-in-class investment options to help participants better achieve their retirement savings goals.

Presenters: **James Almond**, *Senior Vice President, Business Services, and Assistant Treasurer, Purdue University*; and **Daniel Pawlisch**, *Associate, Hewitt Ennis Knupp, Inc.*

Administrative Services Transformation: Tips, Tools and Traps

Universities across the globe are reexamining opportunities for reducing administrative costs to cope with financial challenges or to redirect resources to the academic mission. Traditionally, administrators have been quick to defend decentralized service delivery and variability in business processes at the unit, school or departmental level as being critical to institutional success. This view is increasingly being challenged. There are realistic strategies to transform administrative service delivery and business processes that include new operating models such as Shared Services and Business Process Outsourcing, as well as lean management methods. Benefit from lessons learned in the corporate and higher education sectors to better understand how to formulate your own administrative service and process improvement plans.

Presenters: **Rowan Miranda**, *Associate Vice President for Finance, University of Michigan*; and **Ruth Johnston**, *Associate Vice President Finance & Facilities Administration and Special Assistant to the Provost, Organizational Effectiveness Initiative, University of Washington*

The Evolving Employee Value Proposition: Rethinking Rewards Programs

Organization leaders make decisions on a daily basis to ensure they can recruit, retain, and motivate the faculty and staff required to achieve their educational mission. Gain insight into the current environment that impacts these decisions in the short- and long-term and how to approach them from a more integrated process based on best practices. Learn how Georgia Tech, starting from the ground up, revised its compensation system, implemented tools for managers to recognize performance, and developed career ladders for all employees. Explore the competitive, financial, programmatic and compliance forces that can make or break a successful total rewards program.

Presenters: **Ken Cameron**, *Regional Director, Not-for-Profit Compensation and Benefits Consulting, Grant Thornton*; and **Robert McIntosh**, *Director, Compensation, Georgia Institute of Technology*



CONCURRENT SESSIONS (continued)

Faculty and Staff Housing: Advancing the Mission While Generating Cash Flow

Confronting a critical need for affordable faculty and staff housing in Northern Virginia, George Mason University developed a housing project through a newly created, independent 501(c)(3) entity. Find out how the university built a vibrant residential community featuring attractive and affordable apartments and town homes. Learn about the new-urbanism planning concept, which emphasizes pedestrian-friendly neighborhoods, aesthetically pleasing architecture, and sustainable design with a variety of housing options to promote a more dynamic lifestyle. Discuss the elements of the project that provided the university with substantial annual cash flow, including the balance sheet and credit impact of the nonprofit holding structure, and examine key financing decisions.

Presenters: **Thomas Calhoun**, *Vice President, Facilities, George Mason University*; **William Quinby**, *Executive Managing Director, Studley Inc.*; and **Chris Dunlavey**, *President, Brailsford & Dunlavey*

Forming Healthy Partnerships for a Healthy Bottom Line

Learn about the process one university used to out-source student health center services to a third-party vendor. The University of Central Oklahoma's collaborative partnership with Mercy Health System has provided multiple benefits, including significant financial savings and reduced liability. Improvements in student health services include urgent care, radiology, 24-hour coverage, electronic records, and easier access to specialists. Additional collaborations, including co-design of new Mercy-owned facilities, partnerships on research opportunities, and donations of equipment to the nursing program, have evolved since the original partnership was created. This project won the 2010 NACUBO Innovation Award.

Presenters: **Mark Herrin**, *Assistant Vice President, Wellness and Sports, University of Central Oklahoma*; **Steve Kreidler**, *Executive Vice President, University of Central Oklahoma*; and **David Tew**, *Chief Operating Officer, Mercy Health System*

Deferred Maintenance: Easy Solutions Undermine Long-Term Financial Health

As the sluggish "new normal" economy pressures colleges and universities to cut budgets and tighten belts, will higher education return to the "bad old days" of deferring maintenance because it's the easiest way to save money? Deferring maintenance can be tempting because it's not readily apparent, either physically or on paper, but it can be dangerous to an institution's credit rating and long-term financial health. Hear about relatively low-cost but high-return investments campuses can make to help retain current and attract future students. Learn how to use planning and benchmarking to avoid short-sighted solutions based on deferring substantial maintenance on facilities that are critical to the institution's long-term financial position.

Presenters: **George Herbst**, *Vice President, Business, and CFO, Stetson University*; **Dennis Gephardt**, *Assistant Vice President, Moody's Investors Service*; and **Roger Anderson**, *Vice President, Finance, and CFO, Centenary College*

The CFO and Purchasing: Charting the Course to Success

Facing the sobering reality of the economic crisis, isn't it time financial leaders and procurement officers took a more strategic, collaborative approach? When every dollar counts, preserving funds is as important as building endowments and gifts. Business officers too often overlook the importance of working with their purchasing teams to understand the strategic value of supply chain management, e-procurement, and cooperative purchasing contracts. Learn how two institutions are amending outdated policies and re-evaluating contracts to reshape the traditional purchasing model. Adopting a new approach could represent the single greatest opportunity to generate savings without impacting staff levels or academic programs.

Presenters: **Jack Zencheck**, *Chief Procurement Officer, Yeshiva University*; **Michael Gower**, *Vice President, Business Affairs, and CFO, Yeshiva University*; **Natalie Krawitz**, *Vice President, Finance and Administration, University of Missouri System*; **Bill Cooper**, *Associate Vice President and Chief Procurement Officer, Stanford University*; and **Gary Wilson**, *Vice President, Business Development, E&I Cooperative Purchasing*

SERVING THE STUDENT

Net Revenue Perspectives in Good Times and Bad

The New American Colleges & Universities has been tracking pricing, discounting, and enrollment for the past eight years. During the recent recession, its survey focus shifted from comparative discount to comparative net revenue per student. The net revenue results during the recession provided an insight into “right pricing” in an economic downturn. This presentation reviews the differential net price among institutions during both a prosperous and declining economy, assesses the advantage of net revenue per student versus discount rate, and brings greater understanding to a focus on a market-tested net price in strategic financial planning.

Presenter: Phillip Doolittle, *Executive Vice President, and Chief Operations and Planning Officer, University of Redlands*

Financial Aid in the ‘New Normal’

The number of students applying for aid has increased, attending lower-priced institutions has become acceptable; and state aid programs are being cut. In this environment, it is vital that institution leaders have a clear understanding of the changing ways families are paying for college. Business officers will learn about the operational and data-driven elements of an effective aid strategy that should be considered in the “new normal.” The presenters will review examples of data analysis, including table analysis, predictive modeling and simulation tools, and discuss operational approaches.

Presenters: Mary Piccioli, *Enrollment Management Consultant, Scannell & Kurz Inc.*; and **Samantha Veeder**, *Director, Financial Aid, Nazareth College*

Using Recruitment Marketing to Build Classes While Reducing Financial-Aid Costs

Learn how using recruitment-marketing tools and techniques to start and build relationships with students during their high school years can help institutions reduce their financial aid expenditures. Find out how engaging students on a personal level, through e-mail and traditional mail channels, could provide a greater value than financial aid. Making a one-time expenditure on these recruitment methods may lower long-term costs of financial-aid awards to students during their years at your institution.

Corporate Showcase: Royall & Company

Presenter: Richard Whiteside, *Dean, Strategic Enrollment Management, Royall and Company*

Net Pricing in Liberal Arts Colleges and Regional Universities

Many independent colleges and universities focus primarily on their annual tuition discount rate. However, to achieve maximum net revenue, institutions should consider enrollment, sticker price, and their discounting strategies. This session features two institutions that changed their strategic-planning documents, processes, and outcomes. The presenters will share their insights on issues related to setting tuition sticker prices and increasing net revenue at liberal arts colleges and regional universities in today’s economy. Understand the benefit of changing the metric from discount rate to net tuition revenue per student.

Presenters: Sue Palmer, *Vice President, Finance and Administration, College of Saint Benedict*; and **Charley Gillispie**, *Vice President, Administration and Finance, Valparaiso University*

“[The Annual Meeting] continues to offer important, relevant, and interesting topics and speakers.”

—Vincent Massaro, Senior Vice President/Chief Financial Officer,
Metropolitan College of New York

CONCURRENT SESSIONS (continued)

Saving on Expenditures While Generating More Revenue

When the vice president of business and finance at Georgia College & State University called on department heads to find ways to generate additional revenue, and IT wanted the university to store credit card information off campus, administrators met the challenge with the implementation of PayPath® Convenience Fee Service. Find out how the service saved the university more than \$200,000 in its first year by virtually eliminating credit card processing fees. Discover how administrators resolved the demand by various departments to manage the university's growing e-commerce enterprises. Learn how department staff can build Web pages and securely process online payments.

Presenters: **Wanda Ennis**, *Student Account Manager, Georgia College & State University*; and **Michael Brooks**, *Client Relationship Manager, TouchNet Information Systems Inc.*

Personal Finance: It's Not Just for Business Majors

Financial stress is one of the top three reasons students don't succeed at college. Giving them financial aid is not enough. To make matters more challenging, campus administrators are under increasing pressure to address students' lack of knowledge about personal finance. In this session, learn about best practices for providing practical financial education to students that will make a positive impact on their lives and create a win-win for the students and the institution.

Presenter: **Bill Pratt**, *Teaching Instructor, Department of Finance, and Assistant Director, Financial Wellness Institute, East Carolina University*

CULTIVATING LEADERSHIP

Transforming Vision to Change with Organizational Review and Strategic Planning

The business side of higher education has taken a significant hit in the past few years. Loss of liquidity, volatility of credit markets, and a rising need for financial aid have put the administration of colleges and universities squarely in the cross hairs for new approaches to growth. Hear how Canisius College conducted a broad organizational review, starting with the vision of its new president, and rolled out a strategic-planning process to realize positive growth for the future.

Presenters: **Howard Teibel**, *President, Teibel Inc.*; and **Patrick Richey**, *Vice President, Business and Finance, and Treasurer, Canisius College*

The Leadership Economy: Developing Supply to Meet Demand

In the next 10 years, an entire generation of leaders will surrender their rein of power. The impact of this leadership-talent shortage in institutions should not be underestimated. What are you doing to respond to these challenges? Find out how the University of Michigan's U-M Business and Finance Leadership Academy is preparing the next generation of talented and diverse early and mid-career managers to be administrative leaders of the future. Discuss how the academy, now in its third year, has achieved measurable results. Assess the program's design elements and success factors, and examine the important role senior-administrative leadership plays in maintaining alignment and momentum.

Presenter: **Catherine Lilly**, *Senior Advisor to the Executive Vice President/CFO, University of Michigan*

Creating a Leadership-Development Program for Supervisors and Managers

As budget constraints dictate that organizations look to their employees to assume a greater workload and more responsibility, it becomes necessary to develop tools to empower managers and supervisors. Learn about a unique leadership-development program for supervisors and managers developed at Millersville University. Designed to develop current and potential campus leaders, the program focuses on three core areas: discovering individual supervisory styles, learning and practicing supervisory and leadership skills, and exploring the role of leaders at the university. Find out why the university created the leadership-development program and how administrators gained support for it. Discover the tools needed to implement the program and review the university's continuous-improvement process. Receive firsthand knowledge about operating the program and the senior leadership support needed, and gain insight from the experience of a class member. Ascertain how to capitalize on resources in your organization.

Presenters: **Melanie DeSantis**, *Director, Professional Development and Training, Millersville University*; **Roger Bruszewski**, *Vice President, Finance and Administration, Millersville University*; and **Jennifer Mariacher**, *Assistant Director, Budget, Millersville University*

REGISTRATION INFORMATION

REGISTRATION CATEGORIES AND RATES

	Early-Bird 2/1/2011– 3/31/2011	Advance 4/1/2011– 6/15/2011	Onsite after 6/15/2011
Member	\$775	\$895	\$1,005
Member Team	\$725	\$815	\$930
Nonmember	\$990	\$1,105	\$1,220
Nonmember Team	\$930	\$1,030	\$1,155
Guest, Regular (age 16+)	\$270	\$270	\$320
Single Day, Full Registration	\$305	\$305	\$305
Single Day, Expo Only	\$155	\$155	\$155

	Member	Nonmember
New Business Officer Program	\$499	\$599

FULL REGISTRATION: Includes continental breakfast, educational sessions, expo, lunch, and opening and closing events; unless otherwise indicated. It is crucial to provide a valid e-mail address for each registered attendee.

TEAM REGISTRATION: A team is three or more individuals from the same institution or company. All rates quoted are per person. Team registration includes continental breakfast, educational sessions, expo, lunch, and opening and closing events. Participants registering as part of a team must make housing reservations using the link provided in their registration confirmation letter. It is crucial to provide a valid e-mail address for each team member.

EXHIBITORS: If you are an exhibitor, please register using the exhibitor registration link sent to all exhibiting companies.

GUEST REGISTRATION (16+ YEARS ONLY): Includes admission to continental breakfast, lunch, and opening and closing events. Guest registration does not include access to the educational sessions.

SINGLE DAY FULL REGISTRATION: Applies to Sunday, Monday and Tuesday only; includes access to one day of educational sessions and the expo. Does not include access to opening and closing events, however tickets are available for purchase.

SINGLE DAY EXPO HALL ONLY: Includes access to one day of the expo only.

ONSITE REGISTRATION HOURS

Friday, July 8	1–5 pm
Saturday, July 9	8 am–5 pm
Sunday, July 10	7 am–4 pm
Monday, July 11	7 am–4 pm
Tuesday, July 12	7 am–3 pm

REGISTRATION CANCELLATION AND SUBSTITUTION POLICY

CANCELLATION POLICY: Cancellation of registration must be submitted in writing to Showcare (NACUBO registrar). Cancellations postmarked or received on or before June 10, 2011, are entitled to a full refund minus a \$150 processing fee, per registrant. No refunds will be granted for cancellations made after June 11, 2011.

SUBSTITUTION POLICY: Replacement of a registered attendee is allowed at any time with the written authorization of the person who no longer is able to attend. Send the name of the registrant substitute-attendee and contact information to Showcare (NACUBO registrar) in writing.

HOUSING CANCELLATION POLICY

All changes and cancellations must be in writing (e-mail, fax or letter) to the Housing Bureau no later than June 10, 2011. Changes after June 11, 2011, should be made directly with the hotels and will be made on a space-available basis. You can make changes via fax at 514.228.3200 or e-mail at nacubo@showcare.com.

Each reservation cancellation will be charged a \$75 cancellation fee. Any cancellations within 72 hours of arrival are subject to one night's room and tax, and cancellation of the room for the remainder of the stay.

NACUBO is not responsible for no-shows or early departure fees charged by the hotel, or rooms resold due to nonarrival. Your specific reservation is being held for you in the inventory of rooms the hotel blocked for this meeting. NACUBO takes no responsibility should a room type not be available at check-in.

All room rates are subject to a 12% sales tax. Some hotels also may attach additional surcharges. Please verify these charges directly with the hotel after June 11, 2011. All hotels require a credit card or an approximate amount of cash for incidentals for the entire stay upon check-in.

A portion of the room rate is used to offset the expense of housing services.

LIABILITY POLICY

Attendees agree and acknowledge that they are undertaking participation in the NACUBO 2011 Annual Meeting special events and activities of their own free and intentional act, and are fully aware that possible physical injury might occur as a result of participation. Attendees give this acknowledgment freely and knowingly, as a result, are able to participate in the NACUBO 2011 Annual Meeting events and assume responsibility for their own well-being. Attendees also agree not to allow any other individual to participate in their place without notifying the NACUBO registrar. This includes guest(s)'s participation in any tours and evening events.

HOTEL INFORMATION

Tampa Marriott Waterside Hotel

700 S. Florida Ave.
Tampa, FL 33602
\$172 single/double

Hyatt Regency Tampa

211 N. Tampa St.
Tampa, FL 33602
\$168 single/double

Embassy Suites Tampa—Downtown Convention Center

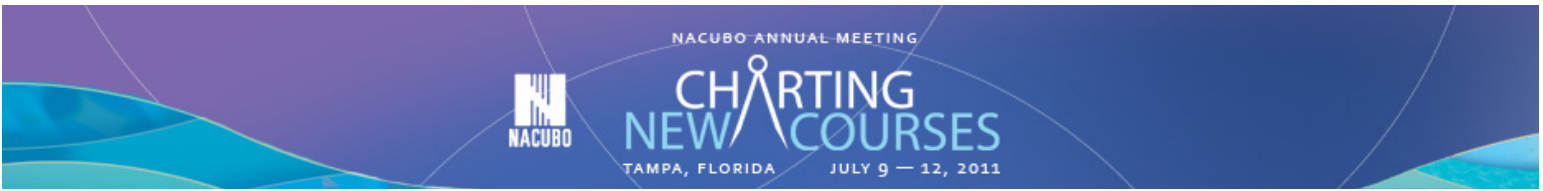
513 S. Florida Ave.
Tampa, FL 33602
\$163 single/double

The Westin Tampa Harbour Island

725 S. Harbour Island Blvd.
Tampa, FL 33602
\$168 single/double



Map Courtesy of Tampa Bay & Company



Fax completed form by June 10, 2011, to 514.228.3200.

Special Board Housing Code _____

Registrant Information

LAST NAME _____
FIRST NAME _____
INSTITUTION/COMPANY _____
ADDRESS _____
CITY _____ STATE _____
ZIP _____ COUNTRY _____
PHONE _____ FAX _____
E-MAIL _____
ADDITIONAL E-MAIL _____

Billing Address (if different from above)

LAST NAME _____
FIRST NAME _____
INSTITUTION/COMPANY _____
ADDRESS _____
CITY _____ STATE _____
ZIP _____ COUNTRY _____

Name(s) of Additional Guest(s) in Room

1. _____
2. _____
3. _____

Special Request

Handicapped (ADA)
Other _____

General Information/Cancellations

Reservations are processed on a first-come, first-served basis.

A credit card is required to process your reservation. Your credit card is required as a guarantee and may be charged one night's stay in advance of your arrival. Your credit card will be charged if you cancel after the cancellation deadline (see cancellation policy) or if you fail to check-in on your expected arrival date. Should you wish to pay by check, please plan to hand-carry the check to the hotel and provide it at check-in. Do not send any check deposits to Showcare or the hotel prior to arrival.

If you are sharing a room, send ONLY ONE FORM with the earliest arrival date, with names of those sharing your room, including children.

All changes and cancellations must be in writing (e-mail, fax, or letter) to the Housing Bureau no later than June 10, 2011. Changes after June 11, 2011, should be made directly with the hotels and will be made on a space-available basis. You can make changes via fax at 514.228.3200 or e-mail at nacubo@showcare.com.

Cancellation Policy: All reservation cancellations will be charged a \$75 cancellation fee per cancellation. Any cancellations within 72 hours of arrival are subject to one night's room and tax, and cancellation of the room for the remainder of the stay.

NACUBO is not responsible for no-shows or early departure fees charged by the hotel or rooms resold due to nonarrival. Your specific reservation is being held for you in the inventory of rooms the hotel blocked for this meeting. NACUBO takes no responsibility should a room type not be available at check-in.

All room rates are subject to a 12% sales tax. Some hotels also may attach additional surcharges. Please verify these charges directly with the hotel after June 11, 2011. All hotels require a credit card or an approximate amount of cash for incidentals for the entire stay upon check-in.

A portion of the room rate is used to offset the expense of housing services.

Acknowledgements

Acknowledgements will be sent after each reservation booking, modification, and/or cancellation. Review acknowledgements carefully for accuracy.

If you do not receive an acknowledgement within three days after any transaction, please call or e-mail Showcare at 888.695.5496 or nacubo@showcare.com.

Hotel Request

***Please Note: A credit card is required to process your reservation.**

Hotel Requested Indicate choice in order of preference.

_____ Tampa Marriott Waterside Hotel • 700 S. Florida Ave.
\$172 Single/Double
_____ Embassy Suites Tampa—Downtown Convention Center • 513 S. Florida Ave.
\$163 Single/Double
_____ The Westin Tampa Harbour Island • 725 S. Harbour Island Blvd.
\$168 Single/Double
_____ Hyatt Regency Tampa • 211 N. Tampa St.
\$168 Single/Double

Requests will be processed on a first-come, first-served basis.

Arrival Date _____ Departure Date _____

Room Request

Type of Room

1 bed/1 person 1 bed/2 people 2 beds/2 people
 2 beds/3 people 2 beds/4 people

For suite requests, please contact the Housing Bureau in writing at nacubo@showcare.com.

Guarantee Method

I understand that a credit card is required as a guarantee, and I may be charged one night's stay in advance of my arrival.

American Express VISA MasterCard

Credit Card Number _____

Expiration Date _____

Name of Cardholder _____

Signature _____

Your payment acknowledges that you understand and agree with the cancellation policy.

DEADLINE Fax forms requesting new reservations must be received by Showcare no later than June 10, 2011.

TRAVELING TO TAMPA

Tampa is conveniently accessible by plane, train, boat or car. To help with travel costs, NACUBO has negotiated airline and car discounts for attendees. Visit the hotel and travel section of www.nacuboannualmeeting.org for complete information and discount codes.

AIRPLANE

Attendees can choose between Tampa International Airport and St. Petersburg-Clearwater International Airport. Tampa International Airport is seven miles west of downtown Tampa, while St. Petersburg-Clearwater International Airport is located just across the bay. Both airports offer numerous domestic and international flights daily.

TRAIN

Tampa is serviced by Amtrak trains daily. The train station is located in downtown Tampa.

CAR

Tampa is conveniently located near the intersection of interstates 275 and 4.

ABOUT TAMPA

Tampa is centrally located in Florida on the Gulf of Mexico's west coast, and is the third most populous city in the state. Naturally there's a lot of water, sand and sunshine, but Tampa also is alive with the arts, seriously sports-minded, and always planning a party or parade. Visit www.visittampabay.com for more information about Tampa.



Photo Courtesy of Tampa Bay & Company



Photo Courtesy of Tampa Bay & Company

EXHIBITORS

Exhibits of the most advanced products and services for higher education business officers will be on display in the convention center, Sunday, July 10 through Tuesday, July 12. Visit the exhibit hall to see and learn what the industry's leading business partners have to offer.

ABM Industries, Inc.	Ernst & Young, LLP	peerTransfer Education
Adirondack Solutions, Inc.	eThority, Inc.	Porter Khouw Consulting, Inc.
Allen & O'Hara Development Co., LLC	Evisions, Inc.	Poseidon Technologies, Inc.
Allsteel	Exeter Group, Inc.	Preferred University Rx Purchasing Coalition
Ambling University Development Group	EYP Architecture & Engineering	Prisma Capital Partners LP
American Campus Communities	Fidelity Investments	Provista
American Express FXIP	Finfrock Design-Manufacture- Construct, Inc.	Questica
ARAMARK Higher Education	First Transit	Royall & Company
Baker Tilly Virchow Krause, LLP	Fitch Ratings	Sallie Mae Business Office Solutions
Bank of America Merrill Lynch	Follett Higher Education Group	The Scion Group LLC
Barnes & Noble College Booksellers	GCA Services Group, Inc.	SciQuest, Inc.
BBL Campus Development	George K. Baum & Company	Sibson Consulting, A Division of Segal
Berry, Dunn, McNeil & Parker	Grant Thornton LLP	Siemens
BKD, LLP	Hanbury Evans Wright Vlattas + Company	Sightlines, LLC
Blackboard, Inc.	HD Supply	Signature Announcements, Inc.
Blue Stone International	Heartland Campus Solutions	Sodexo
Brailsford & Dunlavey	Heery International	SSC Service Solutions
Bright Horizons Family Solutions	Higher Ed Jobs	Standard & Poor's Corporation
The Budd Group	Higher One	SunGard Higher Education
Campus Bookstore Consulting Corporation	HOAR Program Management	SunTrust Equipment Finance & Leasing Corp.
Campus Living Villages	ING	Teibel, Inc.
Capstone Development Corp.	Ingersoll Rand Security Technologies	TIAA-CREF
The CBORD Group, Inc.	Inside Higher Ed	Touchnet
CENTERS, LLC	ISS Facility Services, Inc.	Trane
Chartwells Higher Education Dining Services	Jenzabar, Inc.	Tuition Management Systems
Ciber Enterprise Solutions	Johnson Controls, Inc.	U.S. Bank Institutional Trust & Custody
Citi Global Transaction Services	Jones Lang Lasalle	UGL Services
Collegiate Companies	Juneau Construction Company	Unimarket, Inc.
Commerce Bank	Kronos	UNIT4 Business Software
Comverge	LarsonAllen LLP	University Business Magazine
Co-ordinated Benefit Plans, LLC	Marcis & Associates, Inc.	UniversityLease
Cornerstone OnDemand	MAXIMUS	UPS
CORT	MGT of America, Inc.	Validis Resources, a Division of Nebraska Book Company
Creative Bus Sales	Moody's Investors Service	Vangent, Inc.
Crowe Horwath LLP	National Association of College Stores	VISA
Datatel	National Management Resources Corporation	Wells Fargo
Dorm In A Box	Nelnet Business Solutions	WFF Facility Services
E&I Cooperative Purchasing	NSLP	The Whiting-Turner Contracting Company
Edfinancial Services	Nuesoft Technologies	Workday, Inc.
Embanet - Compass Knowledge Group	Onity, Inc.	WTC Consulting, Inc.
Emeriti Retirement Health Solutions	PE Systems, LLC	

Exhibitors as of March 14, 2011. Visit www.nacuboannualmeeting.org for the latest listing and information about becoming an exhibitor.