

Returning Participants

Curriculum Overview

Participants returning for their second, third and refresher years may select their program of study from a list of over 50 classes in the following areas. For additional information, see course descriptions beginning on page 18 and the schedule on the following page. Enrollment is limited in all classes and will be handled on a first-come, first-served basis. (Course information for First-Year Participants appears on pages 10).

Course Listing

Business and Auxiliary Services

BUS 2211	Advanced Auxiliary Services	4 hours
BUS 2212	Equipment Inventory Management	4 hours
BUS 2213	Audits	4 hours
BUS 2214	Insurance and Risk Management	4 hours
BUS 2215	ProCard Management	4 hours
BUS 2216	Contract Management	2 hours

Higher Education Administration

HED 2220	Resourcing:	2 hours
HED 2221	Academic Affairs	4 hours
HED 2222	Major Trends in Higher Education	2 hours
HED 2223	Development	2 hours
HED 2224	Managing/Changing Environment	4 hours
HED 2225	Current Legal Issues	4 hours
HED 2226	Management Problem Solving	4 hours
HED 2227	Public Relations	2 hours
HED 2228	Student Affairs	4 hours
HED 2280	Crisis Management	4 hours
HED 2285	Assessment	4 hours
HED 2287	Enrollment Management	4 hours
HED 2288	Fraud/Ethics	4 hours
HED 2289	Strategies to Increase Enrollment	2 hours

Finance

FIN 2231	Endowment and Gift Funds	2 hours
FIN 2232	Introduction to Capital Financing	2 hours
FIN 2233	Costing in Higher Education	2 hours
FIN 2234	Adv. Endowment Management	2 hours
FIN 2235	Financing Higher Education	4 hours
FIN 2236	Managing Sponsored Programs	8 hours
FIN 2237	Treasury Management	4 hours
FIN 2238	Tax Issues in Higher Education	4 hours
FIN 2239	Foundations	4 hours
FIN 2240	Advanced Capital Financing	4 hours

Budget and Planning

BUD 2241	Budgeting - Large Schools	4 hours
BUD 2242	Budgeting - Small Schools	4 hours
BUD 2243	Budget Process/Business Officer	4 hours
BUD 2245	Strategic Planning for Universities	4 hours
BUD 2246	Strategic Budgeting	2 hours
BUD 2247	Anatomy of a Business Plan	4 hours

Returning Participants

Course Listing

Personnel, Benefits and Staff Relations

PER 2251	Increasing Your Value	2 hours
PER 2252	Contemporary HR Practices	4 hours
PER 2253	Developing Leadership Capacity	4 hours
PER 2254	Building Teams to Produce Results	4 hours
PER 2255	Negotiation Skills	4 hours
PER 2256	Adv. Anatomy of a Bus. Presentation	2 hours
PER 2257	Anatomy of a Business Presentation	2 hours
PER 2258	Promoting Wellness	4 hours
PER 2259	Why I Like You, Why I Don't	4 hours
PER 2260	Effective Meetings	4 hours
PER 2268	Question—Persuade—Refer (QPR)	2 hours
PER 2269	Change Management	4 hours
PER 2270	Learning to Think	2 hours
PER 2277	Professional Business Etiquette	2 hours
PER 2278	Conflict Mgt. in the Workplace	4 hours
PER 2279	Emotional Intelligence	2 hours
PER 2282	Customer Service/Higher Education	2 hours
PER 2283	Traumatic Situations on Campus	2 hours

Computing and Information Systems

CIS 2261	Administrative Systems	4 hours
CIS 2262	Campus Communications Trends	4 hours
CIS 2264	Professionals on the Internet	4 hours
CIS 2265	Futures in Computing	2 hours
CIS 2266	Futures in Communications	2 hours

Physical Plant and Safety

PPS 2271	Safety on Campus	8 hours
PPS 2273	Facilities Development	2 hours
PPS 2274	Strategic Facilities Planning	4 hours
PPS 2275	Sustainability and Your Campus	4 hours
PPS 2276	The Business of Women's Safety	2 hours

Returning Participants

Returning Participants Schedule of Classes

MONDAY (July 27)

8:30 - 10:15 and 10:30-12:15 (4 hour block)

Administrative Systems	(Zastrocky)	CIS2261-1
Audits	(Clark)	BUS2213-1
Budgeting - Large Schools	(Farley)	BUD2241
Budgeting - Small Schools	(McCauley)	BUD2242
Crisis Management	(Barricklow)	HED2280
Developing Your Leadership Capacity	(Smith)	PER2253
Fraud/Ethics	(Bosserman/Dixon)	HED2288
ProCard Management	(Hurd)	BUS2215-1

1:30 - 3:15 (2 hour block)

Anatomy of a Business Presentation	(Denomme)	PER2257
Contract Management	(Clark)	BUS2216
Development	(J. Johnson)	HED2223
Facilities Development	(Harrod)	PPS2273
Futures in Computing	(Friskney)	CIS2265
Introduction to Capital Financing	(Byrne/Gibbs)	FIN2232
Learning to Think	(Gleason)	PER2270

3:30 - 5:15 (2 hour block)

Advanced Anatomy of a Bus Presentation	(Denomme)	PER2256
Costing in Higher Education	(Hurd)	FIN2233
Customer Service in Higher Education	(Wright)	PER2282-1
Emotional Intelligence	(Gleason)	PER2279
Futures in Communications	(Friskney)	CIS2266
Public Relations	(J. Johnson)	HED2227
The Business of Women's Safety	(Edwards)	PPS2276

TUESDAY (July 28)

8:30 - 10:15 and 10:30 - 12:15 (4 hour block)

Budget Process and the Business Officer	(McCauley)	BUD2243
Building Teams to Produce Results	(Smith)	PER2254
Equipment Inventory	(Farley)	BUS2212
Foundations-Fundamentals and Strategic	(Byrne/Gibbs)	FIN2239
Insurance and Risk Management	(Briggs/Deger)	BUS2214
Strategic Facilities Planning	(Kaiser)	PPS2274
Sustainability and Your Campus	(Braese)	PPS2275
Treasury Management Workshop	(Piscitello)	FIN2237

1:30 - 3:15 and 3:30 - 5:15 (4 hour block)

Administrative Systems	(Zastrocky)	CIS2261-2
Audits	(Clark)	BUS2213-2
Campus Communications Trends	(Friskney)	CIS2262
Change Management	(O'Neal)	PER2269-1
Effective Meetings	(Barricklow)	PER2260
ProCard Management	(Hurd)	BUS2215-2
Safety on Campus	(Turkiewicz)	PPS2271
Student Affairs	(Pruitt)	HED2228

WEDNESDAY (July 29)

8:30 - 10:15 and 10:30 - 12:15 (4 hour block)

Academic Affairs	(Armstrong)	HED2221
Advanced Auxiliary Services	(G. Johnson)	BUS2211
Advanced Capital Financing	(Byrne/Gibbs)	FIN2240
Change Management	(O'Neal)	PER2269-2
Contemporary HR Practices	(Cavanaugh)	PER2252
Enrollment Management	(Pruitt)	HED2287
Financing Higher Education	(Albright)	FIN2235
Management Problem Solving	(Hunter)	HED2226

Returning Participants

Returning Participants Schedule of Classes

THURSDAY (July 30)

8:30 - 10:15 and 10:30-12:15 (4 hour block)

Anatomy of a Business Plan for Higher Education (Denomme/Martin)	BUD2247
Conflict Management in the Workplace (O'Neal)	PER2278
Managing in a Changing Environment (Marsee)	HED2224
Managing Sponsored Programs (Fife)	FIN2236 (Part 1) 8 hour
Negotiation Skills (Barricklow)	PER2255
Professionals on the Internet (Horton)	CIS2264-1
Safety on Campus (Turkiewicz)	PPS2271 (Part 2) 8 hour
Strategic Planning (Hunter)	BUD2245

1:30 - 3:15 (2 hour block)

Addressing Traumatic Situations on Campus (Bolin-Reece/Tabony)	PER2283
Improving Your Organizational & Personal Value (Houck)	PER2251-1
Major Trends in Higher Education (Walda)	HED2222-1
Professional Business Etiquette (G. Johnson)	PER2277-1
Resourcing (Turk)	HED2220
Stewardship of Endowment and Gift Funds (Rodack)	FIN2231
Strategies for Increasing Enrollment (Marsee)	HED2289

3:30 - 5:15 (2 hour block)

Advanced Endowment Management (Rodack)	FIN2234
Customer Service in Higher Education (Wright)	PER2282-2
Improving Your Organizational & Personal Value (Houck)	PER2251-2
Major Trends in Higher Education (Walda)	HED2222-2
Professional Business Etiquette (G. Johnson)	PER2277-2
QPR (Bolin-Reece)	PER2268
Strategic Budgeting (Marsee)	BUD2246

FRIDAY (July 31)

8:30 - 10:15 and 10:30 - 12:15 (4 hour block)

Assessment (Moore)	HED2285
Current Legal Issues (Ledbetter)	HED2225
Managing Sponsored Programs (Fife)	FIN2236 (Part 2) 8 hour
Professionals on the Internet (Horton)	CIS2264-2
Promoting Wellness (Hoke/Bolin-Reece)	PER2258
Tax Issues in Higher Education (Davenport)	FIN2238
Why I Like You, Why I Don't (Marsee)	PER2259

Returning Participants

Returning Participants Course Descriptions

*(Listed alphabetically) Course information
for First-Year Participants begins on page 10.*

Academic Affairs

Thomas Armstrong

Institutional effectiveness, performance indicators, and assessment outcomes are entrenched in higher education and are a particularly important part of accreditation and accountability. The general public, legislators, boards of trustees and others look to these aspects of an institution to determine quality. On many campuses, discussions of these are seen to be “administrative” and not “academic,” and yet for assessment to work, it must be embedded within the core of the academy, namely the academic programs. This course focuses on ways of understanding the faculty and the academic core in developing these issues, reviews ways and means of working with faculty to ensure that assessment and accountability are “faculty friendly” and looks at ways to connect assessment, planning and budgeting in ways that strengthen the linkages between administration and faculty interests.

Wed 8:30-12:15

(4 hours)

#HED 2221

Advanced Anatomy of a Business Presentation:

Case Studies

#PER2256

Mark Denomme

The complex stories that can be told with these techniques will be revealed in real world examples from the web, the news, and business presentations in electronic and print media. This is a survey of actual presentations, work examples and media pieces that highlight effective communication of business material. Actual examples will be recreated using ordinary office tools that show you how to get these effects in your own work.

Mon 3:30-5:15

(2 hours)

Advanced Auxiliary Services

#BUS 2211

Gina Johnson

As institutions face financial challenges with the economic woes of the U.S. and world economy, the service and support roles that auxiliary service units play in the college or university is increasingly important. In this course, you will have the opportunity to hear from some university officials about how they depend on the various auxiliaries in times of economic trouble. Also included will be information on other challenges auxiliary units face such as outsourcing, town/gown relationships, debt management, ethics, planning and benchmarking. If time permits, the class will tour the University of Kentucky's key auxiliaries to see how they are monitoring trends and thriving in these tough times.

Wed 8:30-12:15

(4 hours)

Addressing Traumatic Situations on Campus

#PER 2283

Mary Bolin-Reece & Rebecca Tabony

The tragedy at Virginia Tech has heightened campus safety awareness. Members of a campus community can play an important role in helping to prevent future tragedies by identifying persons of concern and proactively intervening. It is also important to prepare for the role of giving aid to those persons traumatized after a campus tragedy or natural disasters. This class will focus on preparing non mental health professionals to identify and intervene with distressed or poorly functioning individuals. It will explore the effects of traumatic stress and review basic post disaster counseling and self-care.

Thu 1:30-3:30

(2 hours)

Advanced Capital Financing

#FIN 2240

Eileen Byrne and Pat Gibbs

A well balanced debt structure is essential to effective colleges and university business management. Issuance and effective management of debt require an intense commitment by the institution's administrative staff. This course will delve into many of the complex issues of capital financing including variable vs. fixed rate debt, credit enhancement, taxable vs. tax-exempt financing options, IRS arbitrage regulations and the effect of the subprime mortgage crisis on college and university debt. You will gain an understanding of bond covenants and their potential effect on your operating flexibility as you work through an analysis of risk vs. reward of the various types of bond issues, including off balance sheet transactions. Examples of actual transactions will be used in the course. You will leave with an enhanced knowledge of concepts necessary to successfully manage the issuance of debt for your institution.

Wed 8:30-12:15

(4 hours)

Administrative Systems

#CIS 2261

Michael Zastrocky

This course will review the life cycle of administrative systems in light of changing technology and business requirements. Particular attention will be given to e-business, e-learning, and distributed learning and their impact on current and future information needs and systems. The course will look at systems requirements, definition and analysis, specifications and standards, project management and return on investment decisions. A review of current options and strategies will include both national and global trends and current best practices will be explored and discussed.

Mon 8:30-12:15 – Section 1 (4 hours)

OR

Tue 1:30-5:15 – Section 2 (4 hours)

Returning Participants

Returning Participants Course Descriptions

Advanced Endowment Management # FIN 2234

Alvin Rodack

This course deals with endowment investment management. It will include development of investment objectives and policies, determination of asset allocation and spending policies, and selection/evaluation of investment managers.

Thu 3:30-5:15 (2 hours)

Anatomy of a Business Plan #BUD 2247

Mark Denomme and Angela Martin

This four-hour course takes an in-depth look at the University of Kentucky's Top 20 Business Plan and explores the basis of a business plan for higher education, and the relationship between the plan, the preparation, and its presentation. One Kentucky Legislator said of the plan, "UK has made major, specific commitments to reaching its target of becoming a Top 20 public research institution. UK has set reasonable goals and demonstrated a willingness to be completely accountable to the people of Kentucky in reaching those goals." In this course we will examine the specifics of the plan, the research behind it, the logic and various arguments developed for aspects of enrollment growth, increasing faculty, expanded research, and providing more capital construction support for research and education facilities. A key element was the construction of the document itself, which involved statistical analysis, information design—and an easily accessible layout that is expandable and can be printed "on-demand". The techniques and principles used to achieve this will be examined.

Thu 8:30-12:15 (4 hours)

Anatomy of a Business Presentation: Show Me the Numbers #PER 2257

Mark Denomme

Applied Communication of Quantitative Information
Whoever said, "talk is cheap" never had to present an important report to the finance committee or a board of regents! How your recommendations and ideas are presented can be critical to their success. Better business presentations enable you to deliver your ideas clearly and effectively and turn data into useful information.

This course will focus on information design practices and techniques that can be applied in your work. The relationships of quantitative information will be explored; concepts for the two most popular forms of expressing these relationships, tables and graphs, will be studied. Guidelines will be outlined for how and when to use them, how to visually communicate numbers, and how to move beyond the default settings on your graph software. The importance of

visual perception will be reviewed, along with what works, what doesn't and why. The design requirements for multiple variables give an opportunity to create clarity and a simple message out of a cloud of visual confusion and complexity.

Mon 1:30-3:15 (2 hours)

Assessment #HED 2285

Deborah Moore

From campus to campus, and from unit to unit, assessment has many faces and traditions. This session will place the current emphasis on student learning outcomes assessment in historical context and outline the public policy issues that help sustain attention on this agenda within higher education. Participants will review principles of good assessment practice, key concepts, and terms. The major elements of a sound assessment plan and steps to implementing the plans will be reviewed through a look at several assessment crimes and misdemeanors. This session will give special attention to assessment strategies for administrative and educational support units.

Fri 8:30-12:15 (4 hours)

Audits #BUS 2213

Robert Clark, Jr

This course will introduce participants to the modern university audit. Topics to be covered include:

- Understanding the roles and responsibilities of auditors
- What every administrator should know about audits
- What auditors look for to facilitate an efficient review
- Effective practices for conducting self-evaluations to be prepared for an audit
- Current best practices for managing risks over operational areas and information systems

This course will include interactive case studies and evaluations of current conditions on our campuses which present risks and recommendations for how to best mitigate those risks.

Mon 8:30-12:15 – Section 1 (4 hours)

OR

Tue 1:30-5:15 – Section 2 (4 hours)

Returning Participants

Returning Participants Course Descriptions

Budget Process and the Business Officer #BUD 2243

Lisa Marie McCauley

Budgets are a means of allocating resources to achieve the institution's strategic objectives while controlling expenditures within the institution's financial parameters. Discussion will involve the role of the business officer and the budget process in building institutional commitment, encouraging alternative scenarios for resource maximization, and reinforcing accountability. This course is intended for those involved with budgeting or planning and assumes a basic knowledge and understanding of budget systems and approaches. Prior participation in an institution's budget process at some level (central administration or departmental) will be helpful. Class discussion and participation will be encouraged.

Tue 8:30-12:15 (4 hours)

Budgeting - Large Schools #BUD 2241

Jerry Farley

This course is oriented toward those who have little or no budget experience. Discussion will include alternative budget concepts and techniques including incremental, program, zero-based, formula, and other budget models.

Mon 8:30-12:15 (4 hours)

Budgeting - Small Schools #BUD 2242

Lisa Marie McCauley

This course provides a general overview of different budgeting techniques and concepts with an emphasis on budgeting terminology that will help the participant to make relevant enhancements and recommendations to their own college budgetary process and implementation. The broad concepts included in the discussion will touch on the following: principles of operating and capital budgets, allocation decisions, and budget cycles. Various budgeting methodologies will also be covered -- incremental, formula driven, zero-based, responsibility based, and performance driven. There will also be a discussion on the linkage of strategic planning and the impact of financial ratio analysis with the budget development process.

Mon 8:30-12:15 (4 hours)

Building Teams to Produce Results #PER 2254

Robert M. Smith

This session explores proven applied methods for developing teams to effectively execute a leader's vision and performance expectations. As part of the course, participants will experience an actual team transform to a highly productive learning organization. Exercises and inventories help the participant understand their own strengths as a leader. The

course offers lots of proven ideas for building teams and improving your team skills including ideas for advancing one's career within higher education.

Tue 8:30-12:15 (4 hours)

The Business of Women's Safety #PPS2276

Dorothy Edwards

Despite different roles and functions, there are several facets of membership in a college community that impact students, faculty, staff and business administrators. One such facet is violence against women. On average, 1 in 4 women students who cross your path will become victims of violence while attending your institution; on average 25% to 33% of women staff, faculty and business administrators will be victims of violence in their lifetime. How can women's safety be integrated into all aspects of the college experience and what can you contribute on a day to day basis to make your campus safe, supportive and intolerant of violence?

Mon 3:30-5:15 (2 hours)

Campus Communications Trends: Networking and Telecommunications #CIS 2262

Doyle Friskney

This course will provide a review of higher education legacy systems and look at the current communications trends. Emphasis will be given to voice communications, current data networking, and video distribution systems. Discussions will include the impact of WEB 2.0 systems and the communications department's ability to fund a service center. Topics to be discussed will include the changes anticipated in future systems supporting instructional, administrative, and academic computing and related.

Tue 1:30-5:15 (4 hours)

Change Management: You Can't Have the Butter and the Money from the Butter #PER2269

Mary L. O'Neal

One school of thought on Change Management is that changes and the issues they present are problems of adaptation, that is, they require of the person and the organization only that they adjust to an ever-changing set of circumstances. However, there is a need for managers, supervisors and employees to understand the key elements in managing change personally and professionally in an effort to be prepared for the inevitable changes that will occur in life; understand the change process, and manage one's reaction to it. This interactive workshop will assist participants in beginning a dialogue around managing the effects of change in their personal, professional and organizational life.

Returning Participants

Returning Participants Course Descriptions

Participants will learn about:

- The seasons of change
- The role of resistance
- The cycle of resistance

Tue 1:30-5:15 – Section 1 (4 hours)

OR

Wed 8:30-12:15 – Section 2 (4 hours)

Conflict Management in the Workplace #PER 2278

Mary L. O’Neal

“Conflict is inevitable, but combat is optional.”

-- Max Lucado

Regardless of workplace setting, we will experience conflict and the need for conflict management in the workplace. Principles of fairness and due process, or awareness of fairness and due process, play an increasingly important role in resolution of organizational conflict. Unaddressed conflict in the workplace predictably frustrates important organizational goals, such as customer satisfaction, continuous quality improvement, and employee production and morale. We can limit the opportunity for conflict escalation by engaging each other in an open and respectful way. Using case studies and participant interaction, this workshop will address recent theories and research on conflict management. The workshop will cover the following: understanding conflict, using empathy, applying appropriate assertiveness, managing emotions, mapping the conflict, willingness to resolve, designing resolution options, understanding the three constructs of trust, and broadening perspectives. While the workshop is designed to discuss managing workplace conflict, these concepts can be applied to managing personal and community conflict as well.

Thu 8:30-12:15 (4 hours)

Contemporary Human Resource Practices #PER 2252

Kyle Cavanaugh

This will be an interactive session designed to provide an overview of contemporary issues in human resources across institutions of higher education. Participants will review trends and challenges in developing proactive human resource practices. Successful efforts will be reviewed in areas of policies, practices and techniques. Special attention will be given to the areas of HR information systems, retention strategies, change management, leadership development, and integrated health care management. Participants will review a systematic process for identifying human priorities at their respective institutions. Resources for action planning will be provided.

Wed 8:30-12:15 (4 hours)

Contract Management

#BUS 2216

Robert Clark, Jr

With more and more services being outsourced, how does a college or university manage these contracts? Certainly it is a shared responsibility – which may involve Purchasing and Legal Affairs handling the contract language; Accounting handling payments; but who is really monitoring to determine if the terms of the contract are being met, if deliverables are being satisfied, if costs are being controlled, if goods and services are being rendered appropriately, and if resources are being used effectively and efficiently. Participants will leave the session with tools, techniques and best practices for managing contracts.

Mon 1:30-3:15 (2 hours)

Costing in Higher Education

#FIN 2233

Phillip Hurd

This course examines the various factors of determining costs within higher education and performing cost studies. Specific examples will be discussed to demonstrate various methodologies. The importance of obtaining management’s support and strategic vision for these types of studies is also covered along with recommendations on effective practices.

Mon 3:30-5:15 (2 hours)

Crisis Management

#HED 2280

Josh Barricklow

The number of crises is increasing throughout the world. Higher education is not exempt! We have fires, explosions, chemical spills, accidents, murders, riots, rapes, sexual harassment, and so on. This course will address the need for a crisis communication management plan and emphasize the importance of communicating during and after a crisis. It will explore such issues as preparation and contingency planning, identifying critical publics, selecting the crisis management team, dealing with the media, and the training of spokespersons and others involved in the crisis. The course is designed as a very pragmatic “how to” organize, plan for and communicate when dealing with the inevitable—crises! Several case examples will be discussed.

Mon 8:30-12:15 (4 hours)

Returning Participants

Returning Participants Course Descriptions

Current Legal Issues in University Management

#HED 2225

Beverly E. Ledbetter

This course provides an overview of the law of higher education including a basic understanding of the internal and external legal environment. Participants will review distinctions between public and private institutions and learn how federal, state and local laws apply. Basic concepts will be illustrated using questions for discussion based on current and emerging legal issues in areas such as academic freedom and free speech, student discipline, discrimination and harassment, privacy and electronic, fraud and other criminal acts.

Fri 8:30-12:15

(4 hours)

Developing Your Leadership Capacity from the Inside Out

#PER 2253

Robert M. Smith

Getting things done through others depends on the ability of the leader to create a vision both for the leader as well as the follower. This session explores the inner dimensions of personal leadership through self-assessments, exercises, and case studies. This session is best suited for those open to changing their approach to leadership. The final product is an in-depth understanding of core components of personal leadership and what strengths and weaknesses the participant has for leadership and change.

Mon 8:30-12:15

(4 hours)

Development

#HED 2223

Joseph Johnson

This course covers fundamentals of educational fund-raising with emphasis on internal and external organization; purposes, sources and forms of private support; patterns of giving; methods of solicitation; gift processing; and recognition of donors. Development office relationships with other administrative and business units, especially the business office, are examined. Assessment of the development function is reviewed.

Mon 1:30-3:15

(2 hours)

Effective Meetings and Interpersonal Communication

#PER 2260

Josh Barricklow

The focus of this session is on the process of planning, running, and evaluating productive meetings while enhancing interpersonal skills and relationships. Types of meetings featured include: informative, persuasive, decision-making, problem solving and conflict resolution. This is a highly interactive program.

Tue 1:30-5:15

(4 hours)

Emotional Intelligence: A New Standard for Success in the Workplace

#PER 2279

David Gleason

Casey Stengel, the legendary baseball coach, once was asked about the secret of fielding a good team. Here's what he said. "Gettin' good players is easy. Gettin' 'em to play together is the hard part." His words also ring true for the workplace. Most people are technically skilled and competent—they know how to do their job. The problem, increasingly, is that they often lack good emotional skills to accompany their technical skills. In other words, their IQ prepares them to do a great job but their EQ (or emotional intelligence) holds them back. In this session we will examine the power of emotional intelligence and the importance of it for success in today's workplace. Participants attending this session will:

- Learn what emotional intelligence is and be able to identify four key EQ skill areas.
- Examine TV and movie clips that illustrate emotional intelligence.
- Discuss the importance and advantages EQ brings to the workplace.
- Begin to understand how emotions impact performance, productivity and workplace success and what they can do to increase their EQ.

Mon 3:30-5:15

(2 hours)

Enrollment Management

#HED 2287

Dennis Pruitt

Enrollment management can be defined as the utilization of strategies to manage the quantity, quality, and demographic profile of an institution's first-year class. This course is designed to introduce enrollment management concepts, focusing primarily on admissions, but including comments on the role retention programs, visitor and tour centers, orientation, placement and testing services, career centers, transfer programs, institutional research, and student success services contribute to the achievement of enrollment goals. Once a concern for mostly private institutions; the management of enrollments has become a key factor for both the ranking status and the financial health of virtually all institutions of higher education. This course will provide the "fundamentals" of enrollment management, including the ingredients for a successful strategic enrollment plan, and will share trends and techniques, from the blasé to the bizarre, institutions of higher education are using to manage their enrollment.

Wed 8:30-12:15

(4 hours)

Returning Participants

Returning Participants Course Descriptions

Equipment Inventory Management #BUS 2212

Jerry Farley

This course will present an overview of equipment management and planning. Discussion will include capitalization policies, computer based property control systems, federal requirements regarding property management, and theft reduction programs. The session should be of interest to individuals who have direct accountability for equipment management as well as those who exercise more general responsibility.

Tue 8:30-12:15 (4 hours)

Facilities Development #PPS 2273

John P. Harrod, Jr.

This course provides an overview of the management of facilities development, including the process of developing a long-range campus plan, design, construction and financing of college and university facilities.

Mon 1:30-3:15 (2 hours)

Financing Higher Education #FIN 2235

Brenda Norman Albright

This course includes an analysis of major financing trends for higher education and a review of the political process and trends affecting the resource acquisition and allocation processes in the public sector. A second focus is on state level financing strategies using performance indicators in public higher education institutions. Participants will analyze and complete case studies on performance based funding.

Wed 8:30-12:15 (4 hours)

Foundations – Fundamentals & Strategic #FIN 2239

Eileen Kennedy Byrne and Patrick Gibbs

Foundations raise and manage billions of dollars on behalf of colleges and universities. Traditionally, foundations have primarily focused on fundraising and endowment management but have since evolved to also serve as vehicles for intricate financing transactions and economic development projects often involving complex private-public partnerships. This course will provide background on what foundations are, why they came into existence, their importance to the institutions they serve and how they operate. In addition to the common-place uses, the course will provide insight into the creative and strategic roles foundations have played in the development of a wide variety of projects ranging from athletic stadium expansions and museums to research parks, lodging facilities, and even film studios. Leave with an improved understanding of university-foundation relationships, how to manage those relationships and learn how joint venture structures can advance your campus.

Tue 8:30-12:15 (4 hours)

Fraud/Ethics #HED 2288

David Bosserman and Robert Dixon

The fraud section is designed to discuss fraud issues in higher education. Participants will be presented with and will discuss relevant real life situations and decisions from a fraud perspective. The session will discuss findings from the Association of Certified Fraud Examiners' 2006 Report to the Nation on Occupational Fraud and Abuse. Topics will focus on how to detect fraud in an institutional environment, the cost of fraud, evaluation of fraud "hot spots", pro-action and reaction to fraud dilemmas. Participants will leave the course with awareness of the seriousness of fraud in higher education and various means by which perpetrators commit fraud in an institutional environment.

The ethics section is designed to discuss ethical issues in the accounting profession and financial administration within higher education. Participants will be asked to read and discuss relevant real life situations and decisions from an ethics perspective. Topics will focus on independence, evaluation, pro-action and reaction to ethical dilemmas. Participants will leave the course with awareness of ethical behavior that can be nurtured and expanded into real life.

Mon 8:30-12:15 (4 hours)

Futures in Communications #CIS 2266

Doyle Friskney

The focus will be on the current state of communications (wired & wireless and fixed & mobile) and will discuss what will happen at universities over the next three years. Discussions will cover unified communications impact on future communications departments. Topics will cover what stays, what must be moved out and what are the best investments to make for the future. Topics will cover the traditional telephone world, the data world and the wild world of wireless including cellular technologies.

Mon 3:30-5:15 (2 hours)

Futures in Computing #CIS 2265

Doyle Friskney

The focus will be on computing today using campus and cloud computing resources for the next three years. Discussions will center on how a college or university should be spending their IT dollars. Topics will cover how wireless and cellular technologies will impact your computing investments in the near future. Attention will be given to the emerging social networking environments and how this will affect you as you support incoming digital citizens. WEB 2.0 technologies will be discussed to determine what you should be doing with emerging technologies.

Mon 1:30-3:15 (2 hours)

Returning Participants

Returning Participants Course Descriptions

The Importance of Customer Service in Higher Education

Lanous T. Wright

#PER 2282

For many students deciding where to spend the next several years of their college life has become a lot more complex. Colleges and universities can no longer depend completely on reputation, rankings, and offspring of alumni. Many students and their parents are beginning to treat their choice of a college or university as they would any long term financial investment. This course explores the importance of customer service in all areas of higher education and the critical role that it plays creating positive college experience. Explore and define what customer service means in your environment, who your real customers are and how to make customer service a campus-wide priority. Also discover how a commitment to customer service can lead to measurable outcomes for your college or university.

Mon 3:30-5:15 – Section 1 (2 hours)

OR

Thu 3:30-5:15– Section 2 (2 hours)

Improving Your Organizational and Personal Value

#PER 2251

Keith Houck

The session is designed to assist people increase their value and better position them for growth and advancement. There are opportunities for personal reflection, as well as tips and techniques to help them become more valuable in both their professional and personal life. Topics include:

- Finding your purpose
- Committing to personal improvement
- Developing the right attitude
- Nurturing real relationships
- Learning to deal with stress
- Developing an environment of trust

Thu 1:30-3:15 – Section 1 (2 hours)

OR

Thu 3:30-5:15– Section 2 (2 hours)

Insurance and Risk Management

Mark Briggs and Lawrence Deger

#BUS 2214

Educational institutions face an incredible array of events that can lead to serious financial loss. This course will present the model for identifying and evaluating these risks of loss and determining how to manage them. Topics include risk assessment, essential loss control (safety) practices, and risk transfer through insurance and other means. Participants will gain a basic understanding of risk management and insurance including how to purchase insurance and to use insurance providers' loss control and claims services to the institu-

tion's advantage. Presenters are experienced risk managers with background in both public and private institutions.

Tue 8:30-12:15

(4 hours)

Introduction to Capital Financing

Eileen Byrne and Pat Gibbs

#FIN 2232

No experience in financing buildings, renovations and other capital assets? Not really sure how to define just what a bond is? This course will provide the basics of capital financing, introducing you to the major players in the process and the language they speak. Explore the history of bond financing in higher education and leave with a basic understanding capital budgeting, the rationale for issuing debt and the sources of capital for colleges and universities.

Mon 1:30-3:15

(2 hours)

Learning to Think with More than One Hat

David F. Gleason

#PER2270

The problem with the kind of thinking that goes on in most organizations today is that it is usually based on a model that has become largely outdated, filled with confusion, and often influenced more by ego than by reason. Instead, we must learn to become "parallel thinkers." What's a parallel thinker, you ask? You will have to come to the session to learn this innovative but simple approach to thinking, decision making, and problem solving. You will be challenged to put on not just one thinking hat but six. But you say, "I don't have six thinking hats." You will when you leave the session.

Mon 1:30-3:15

(2 hours)

Major Trends that will shape the future of Higher Education

John Walda

#HED 2222

Today's higher education industry is in an environment of change, presenting significant challenges to college and university business administrators. This course, offered by NACUBO, provides an overview of the latest legislative and regulatory issues impacting higher education and addresses those areas which individuals in the profession should be well versed to meet the challenges of the future.

Thu 1:30-3:15 – Section 1

(2 hours)

OR

Thu 3:30-5:15 – Section 2

(2 hours)

Returning Participants

Returning Participants Course Descriptions

Management Problem Solving

#HED 2226

Jairy Hunter

This course is designed to help participants develop a broader understanding of problem solving in many phases of business and general administration and educational support. Discussion will include current trends and developments in higher education in light of rapidly changing conditions.

Wed 8:30-12:15

(4 hours)

Managing in a Changing Environment

#HED 2224

Jeff Marsee

This course will survey leading managerial concepts that have been introduced into the workplace. An overview of the strengths and weaknesses of each theory will be highlighted. Managing in today's environment requires working with four unique generations, we will discuss how to manage and motivate each generation. The participants will analyze four organizational culture and leadership behavior styles to help provide strategies to avoid conflict when campus leaders initiate change. Organizational and Leadership Profile assessment tools will be completed to allow participants to analyze their own campus environments. Ten steps for successfully leading organizational change will also be introduced. This course will present strategies that are needed to successfully manage an environment that is experiencing change or that needs to be changed.

Thu 8:30-12:15

(4 hours)

Managing Sponsored Programs

#FIN 2236

Jerry Fife

The course will focus on responsibilities, policies and procedures which colleges and universities must put in place as the result of engaging in sponsored programs. Federal management circulars, agency regulations and institutional compliance will be included in this discussion. Time will also be devoted to current issues and hot topics in sponsored programs.

Thu 8:30-12:15 - Part 1

(8 hours)

AND

Fri 8:30-12:15 - Part 2

(8 hours)

Negotiation Skills

#PER 2255

Josh Barricklow

Negotiation skills are an invaluable asset to anyone who regularly has to overcome differences between individuals, groups, or departments to create positive, sustainable outcomes. Within a large organization (such as a university) people often underestimate the differences in needs, values, and expectations between groups or individuals that exist within the same organization, and therefore enter

into engagements with those parties unprepared, usually encountering frequent conflict. This course is designed to teach participants a simple preparation process and practical communication techniques that will dramatically increase the likelihood of reaching successful outcomes that will last. Negotiation skills, as they are taught in this course, can be applied to the smallest situation, or an official, large-scale negotiation.

Thu 8:30-12:15

(4 hours)

ProCard Management

#BUS 2215

Phillip Hurd

This course will be divided into two sections.

1. The risk of the procurement card in terms of fraud, waste and abuse. It will consist of several actual cases of fraud, waste, and abuse. The cases will be analyzed and the weakness detailed in terms of control breakdown.
2. The second half of this course will detail potential scenarios of procurement card management, program controls specifically as they relate to fraud, program controls as they relate to waste and program procedures that focus on increasing efficiency and ease of use of the cards without introducing unnecessary risk. All participants will leave with a CD-Rom which will contain the presentation, copies of relevant audit documents, and a series of links to the references used during the presentation.

Mon 8:30-12:15 - Section 1

(4 hours)

OR

Tues 1:30-5:15 - Section 2

(4 hours)

Professional Business Etiquette

#PER 2277

Gina Johnson

Manners are a form of communication. What do your manners say about you? About your family? About the university or company you represent? Through an interactive session, participants will brush up on table manners and learn how to introduce people and network at receptions. Electronic manners, office protocol, and social and business entertaining will be discussed. Good manners cannot substitute for intelligence and persistence but this training will give you an extra edge to help you grow in your career.

Thu 1:30-3:15 - Section 1

(2 hours)

OR

Thu 3:30-5:15 - Section 2

(2 hours)

Returning Participants

Returning Participants Course Descriptions

Professionals on the Internet: Beyond Point and Click #CIS 2264

Harold Horton

In today's world, professionals are constantly challenged to be knowledgeable about the most current information in their field, to benchmark with similar organizations, and to gain the competitive edge in marketing. Today's forum is the World Wide Web (WWW). In this course, you will go beyond pointing and clicking in a Web browser. You will learn advanced techniques on how to effectively "surf the Internet" to find locations of professional and personal interest, and will be shown specific strategies to locate the exact information that you seek. Advanced search tools and techniques will be demonstrated. You will be exposed to the deep web and given instruction on how to leverage deep web resources. Additionally, you will be shown how to customize "server push" technologies that deliver only the information you desire from the Web. Specific "hot sites" relevant to business and financial management of academic institutions will be located and demonstrated for you.

Thu 8:30-12:15 – Section 1 (4 hours)

OR

Fri 8:30-12:15 – Section 2 (4 hours)

Promoting Wellness and Reducing Stress in the Workplace #PER 2258

Mary Bolin-Reece

This course will focus on effective ways to integrate wellness programming with health plans, provide insight into why organizations should be concerned with wellness programming in today's dynamic health care marketplace, and provide information to assist decision makers in making wise choices in relation to organizational wellness. An understanding of stress and the importance of wellness will be reviewed. Discussion will include implementation of principles to help employees reach personal goals and allow institutions to become more employee-friendly.

Fri 8:30-12:15 (4 hours)

Public Relations #HED 2227

Joseph Johnson

This course covers fundamentals of college and university public relations, with emphasis on purposes, organization, tools, techniques, and the role of administrative units in effective programs. Particular attention is given to the value of internal institutional communications and public relations. Assessment of the effectiveness of institutional public relations is carefully reviewed.

Mon 3:30-5:15 (2 hours)

Question—Persuade—Refer (QPR): Suicide Prevention Gatekeeper Training #PER 2268 **Mary Bolin-Reece**

Question—Persuade—Refer (QPR) are three steps that anyone can learn to save a life from suicide. Just as people trained in CPR and the Heimlich Maneuver help save thousands of lives each year, people trained in QPR learn how to recognize the warning signs of a suicide crisis and how to get an at-risk person the help they need. With QPR training you can learn how to save the life of a student, friend, colleague, family member, or neighbor. Other major universities are now utilizing QPR for suicide prevention efforts among all members of their communities.

Thu 3:30-5:15 (2 hours)

Resourcing: A Strategy for Competitive Advantage #HED 2220

Fred Turk

Outsourcing support services has become increasingly popular in community colleges, colleges and universities. This program will explore a more robust approach to outsourcing called resourcing which is a strategy to differentiate an institution in a rapidly changing and highly competitive world. It will provide an introduction to the outsourcing/resourcing phenomenon that is becoming increasingly prevalent in higher education. The discussion will examine the benefits and challenges that must be uppermost in managing a resourcing relationship.

Thu 1:30-3:15 (2 hours)

Safety on Campus #PPS2271

Richard Turkiewicz

Parking, Campus Safety and Security are interwoven and together form an intricate web for your campus constituents' perception of personal safety. This course will address the need to develop and administer a comprehensive process which will provide your faculty, staff and students with not only a greater feeling of well being but, more importantly, beneficial tangible outcomes. Smatterings of these outcomes include financial incentives for your institution in decreased liability, increased retention, improved student service satisfaction and better risk management. This is a participatory class and participants will have ample opportunity to share programs and experiences. Lessons learned from Virginia Tech will be discussed.

Tue 1:30-5:15 – Part 1 (8 hours)

AND

Thu 8:30-12:15 – Part 2 (8 hours)

Returning Participants

Returning Participants Course Descriptions

Stewardship of Endowment and Gift Funds # FIN 2231

Alvin Rodack

This course will be a review of endowment and gift funds from the accounting perspective and the development perspective. Topics include similarities and differences between endowment and gift funds, when is a gift really a gift, tax related issues, receipting and donor recognition, restricted and unrestricted funds, and recordkeeping.

Thu 1:30-3:15 (2 hours)

Strategic Budgeting:

Instruction-First Budgeting Processes #BUD 2246

Jeff Marsee

This presentation will explain how to develop a budget by keeping campus discussion focused on instructional strategies (e.g., class size, full-time faculty, mandatory costs and discretionary funds, etc.) Learning to create a three-tier budget development process (instructional, mandatory and discretionary) will help budget managers stay focused on maximizing instructional effectiveness without sacrificing the quality of support services and miscellaneous but critical expenditures. Examples of data assessment will be used to help conceptualize what statistical information is helpful in the assessment of priorities and performance.

Thu 3:30-5:15 (2 hours)

Strategic Facilities Planning #PPS 2274

Harvey Kaiser

Strategic facilities planning is a process that links college and university strategic planning to facility management operations and capital planning. This course describes how the facilities management department manages the process to ensure that an institution's facilities meet desired program requirements. The course introduces concepts of space management, budgeting for and operating and reinvesting in existing facilities, and determining overall capital budget for a long-range development plan. Examples of best practices are presented to demonstrate the application of practical and successful approaches to gaining capital funding.

Tue 8:30-12:15 (4 hours)

Strategic Planning for Universities #BUD 2245

Jairy Hunter

The strategic planning process in higher education institutions, shortcomings of old approaches, new approaches to planning, and the organizational conditions required for strategic planning will be covered in this course. This session also focuses on the relationship strategic planning has on institutional effectiveness and the role of the business officer in this process.

Thu 8:30-12:15 (4 hours)

Strategies for Increasing Enrollment: Understanding How the Business Officer Can Impact the Revenue Factor

#HED 2289

Jeff Marsee

Effective business managers understand the importance of improving expenditure efficiencies to improve budget effectiveness. This course looks at the revenue side by focusing on how effective colleges maximize student enrollments. The participant will learn about the leading concepts and strategies used to attract or retain students. What the business officer can do to be an important participant in the assessment, development and participation of enrollment strategies will be learned. Participants who take this course will be able to use a comprehensive check list to assess their own college's institutional effectiveness for maximizing enrollment and retention practices.

Thu 1:30-3:15 (2 hours)

Student Affairs #HED 2228

#HED 2228

Dennis Pruitt

This course will acquaint business officers with those programs and services generally assigned to divisions of student affairs. Discussion will include significant issues currently facing college students as well as organizational and working relationships that exist between offices of business affairs and student affairs. The course will illustrate how changes in the characteristics and composition of student populations affect divisional and institutional goals and programs. A focus on enrollment management, as well as trends and issues facing institutions of higher education from the student affairs perspective, will be included.

Tue 1:30-5:15 (4 hours)

Returning Participants

Returning Participants Course Descriptions

Sustainability and Your Campus

#PPS 2275

Paul Braese

Sustainability is now the buzzword at many Colleges and Universities. Yet “sustainability” remains vaguely defined. Integrating sustainability “efforts” in campus operations becomes difficult without a clear vision and purpose. At the heart of sustainability are human beings who benefit from the practices, yet face the challenges needed to successfully embrace the practices. This course offers insights, solutions and best practices for beginners (where do we start?) and experienced (where do we go from here?). Real world examples of the successes and challenges of establishing and growing sustainability practices across the campus are offered based on real life successes and challenges. Highlights of the class:

- Sustainability defined
- Making it real: Sustainability through awareness
- Why sustainability matters to you, your job, and your school
- Sustainability through Leadership in Energy and Environmental Design (LEEDtr)
- Sustainability, OSHA and EPA
- The CFO’s Sustainability Tool Kit
- Questions and answers

Learn how sustainability means doing the “right thing”, and reaping the benefits from wise sustainable choices. Learn how you can steer your campus towards a sustainable future.

Tue 8:30-12:15

(4 hours)

Tax Issues in Higher Education

#FIN 2238

Anne Davenport

Because colleges and universities are typically tax-exempt organizations, it can be difficult to convince people that there are, in fact, numerous tax issues to be faced. Over the past decade the IRS has conducted examinations at a number of institutions of higher education, and because of this increased level of scrutiny, colleges and universities must be ever mindful of the tax implications of almost everything they do. Failure to do so could result in significant tax liability, penalties and interest, not the best use of scarce institutional resources. The goal of this course is to provide the participants with an overview of the tax issues in higher education, including, but not limited to: unrelated business income tax, employees vs. independent contractors, payments to nonresident aliens, tax-exempt bonds, fringe benefits, scholarships, fellowships and grants, student FICA, and charitable contributions. Also included will be a discussion on tax issues to include in any analysis of institutional risk.

Fri 8:30-12:15

(4 hours)

Treasury Management Workshop

#FIN2237

Joan Piscitello

Treasury Operations has become a central multi-dimensional area within higher education institutions. A school’s ability to manage transactions, working capital and operating assets determine its ability to increase or decrease its overall net resources. This two part workshop will address the components of treasury, as well as the best practices exhibited by the universities considered leaders.

- Part I of the workshop will focus on treasury processes (collections, disbursements and concentration) and how money moves within the organization as well as through the financial system.
- Part II of the workshop focuses on risk management (including fraud) and investment and management of operating assets.

Overall, participants will discuss tactical decisions on how to better process the cash flows universities manage, and also discuss how organizations strategically position their treasury operations to maximize resources.

Tue 8:30-12:15

(4 hours)

Why I Like You, Why I Don’t

#PER 2259

Jeff Marsee

This course is designed to examine how and why a person’s style of interaction, verbal and nonverbal, sets the stage for professional and personal relationship successes or failures. This customized seminar will allow each participant to identify, through the use of a self-completed assessment tool, his or her own primary behavior profile style. Understanding the four basic behavior styles sets the stage for recognizing that each of the four styles with which we work, live and socialize has inherent strengths and points of conflict. This session will help define strategies for defusing stressful relationships, resulting in better workplace productivity and greater personal interactions with others.

Fri 8:30-12:15

(4 hours)