

**MEMO TO:** NACUBO Members  
**FROM:** James E. Morley Jr., NACUBO president  
**SUBJECT:** Institutional Effectiveness

As the NACUBO Board of Directors and staff move forward to shape the future programs and services for our membership, we are following a guiding vision—to be the leading higher education association providing administrative, business, and financial products and services to colleges, universities, and allied entities. Our task is to continue to innovate our programs and services in order to address the challenges of the new millennium and further enhance the overall value of NACUBO membership (see “Put on Your Sailing Shoes/Feats Don’t Fail Me Now” in the October 2000 *Business Officer*, page 27).

To chart the plans and actions to achieve this vision, we see the need to focus our attention on the chief financial or business officer and his or her role of being the senior person responsible for continuous improvement of business operations and administrative procedures on campus. This work falls under what NACUBO calls the “Institutional Effectiveness” area. In short, institutional effectiveness, or IE, is all about campuses becoming more effective in responding to their missions of teaching, research, and public service.

NACUBO asked Gerald Schaffer, recently retired chief financial officer at University of Florida, to help NACUBO define its future vision with regard to IE. In mapping the IE vision, Jerry has been applying his 36 years of experience at the University of Florida and listening to the needs and concerns of a broad spectrum of the chief business and financial officers who are the primary representatives to NACUBO and/or their respective regional associations.

As you read this article, we ask you to consider the points made by business officers across the country. We welcome your input on this effort and NACUBO’s vision, and invite you to send comments to [ie@nacubo.org](mailto:ie@nacubo.org). We look forward to hearing your thoughts.

By Gerald Schaffer

# IE

# and YOU

**I**mplicit in the NACUBO vision is the goal to provide chief business officers of member institutions with the tools to assist in developing and implementing institutional effectiveness.

Institutional Effectiveness, Accounting and Finance, Business Operations, and Public Policy form the cornerstones of NACUBO. These four pillars are the basic tenets of the NACUBO member service philosophy. Research, workshops, and publications in areas representing institutional effectiveness—such as continuous quality improvement, change management, strategic planning, and leadership management skills—are an ongoing focus for NACUBO. For example in March 2001, NACUBO, in conjunction with KPMG, presented the 21st Century Executive Symposium and mailed the annual Forum Futures book to presidents, provosts, and chief business officers nationwide.

In addition to these specific programs, NACUBO has embraced a comprehensive approach to institutional effectiveness to ensure that NACUBO's programs and services assist the chief business or financial officer (hereafter referred to as CBO) in maximizing the effectiveness and efficiency of his or her institution and in furthering his or her professional development. As the chief business advisor to the college or university president or chancellor, and as a member of the president's cabinet, the CBO's relationship with the governing board, other college and university vice presidents, and senior officials—as well as alumni, donors, and governmental officials—is critical. The CBO's ability to increase institutional effectiveness and efficiency can be enhanced by his or her direct participation through NACUBO workshops, meetings, publications, and surveys. Certainly, overall college and university effectiveness and efficiency will be maximized through the added participation in NACUBO programs by other business office personnel as well as personnel in academic units who have responsibility for administrative, business, and accounting functions.

## **Understanding and Serving Your Needs**

Of paramount importance is the ability of NACUBO to understand and serve the needs of the CBO. The responsibilities of the CBO have increased dramatically as our colleges and universities have become more complex in our competitive global and technological society. Understanding the needs and priorities requires considerable knowledge of the various constituent institutions that NACUBO serves. These needs will vary signif-

**Institutional  
Effectiveness**

**Accounting  
and Finance**

**Business  
Operations**

**Public  
Policy**

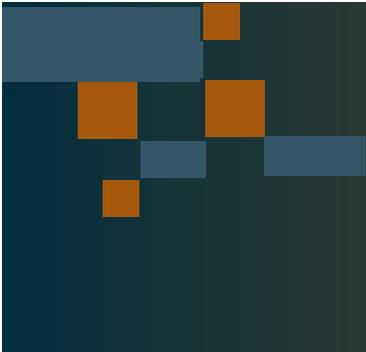
icantly, depending on mission, size, and financial viability of the institution. For example, CBOs of both two-year and four-year smaller institutions, with few professional support staff, will most likely have a more hands-on first line responsibility on a day-to-day basis. Conversely, the CBO of large institutions may have a more comprehensive supervisory leadership responsibility with many managers reporting directly to them and a more external presence. NACUBO is making every effort to understand these and other differences in order to develop and implement a wide range of programs and services for its entire membership.

NACUBO is spending more time listening and learning from CBOs and the president and other colleagues on the president's cabinet, especially chief academic officers, regarding their needs and priorities in order to help them become more efficient and effective. NACUBO will pursue a comprehensive holistic approach, which encompasses understanding the needs of the CBO, development of programs to enhance the skills of all levels of business and administrative staff, and expansion of training and professional development through nontraditional approaches and collaboration with CACUBO, EACUBO, SACUBO, and WACUBO.

The CBO, by embracing this approach and taking advantage personally, and through encouraging staff participation, will certainly be able to lead the effort to maximize the efficiency and effectiveness of his or her institution. NACUBO will be concentrating its efforts and placing extra emphasis in the future to ensure its programs and services are those that will provide maximum assistance to the CBO. If we approach institutional effectiveness as a partnership arrangement between NACUBO and the chief business officer, we will be able to further the success of institutional effectiveness. In addition, we need to stress effective partnerships with other higher education associations, such as the ACUBO regional associations, EDUCAUSE, APPA, and CUPA-HR.

## **Enhancing the Skills of All Levels of Staff**

In order for colleges and universities to achieve increased institutional effectiveness, NACUBO is developing programs for many levels of personnel within the business office. At the same



time, the association is seeking to provide programs and services for administrative personnel outside the business office who have accounting and business functions as part of their responsibility. For example, contract and grant management starts at the departmental level and extends throughout the institution to the sponsored research office as well as the business office. Overall, increased effectiveness and efficiency cannot be achieved without appropriate coordination and management in each of these offices. NACUBO understands the relationship between these offices and will provide professional development opportunities for employees in these areas.

### **Beyond Traditional Offerings**

For a variety of reasons, including cost, time, and technological advancement, it is appropriate for NACUBO to expand its program and service opportunities beyond traditional offerings. NACUBO will begin to develop and deliver programs to statewide association meetings and statewide community college meetings. Collaborative relationships with these and other groups, including the ACUBO 20/20 initiative with the regional associations, will become an element of future program delivery. The ACUBO 20/20 initiative is a major effort to leverage resources and increase collaboration among the five ACUBO associations—NACUBO, CACUBO, EACUBO, SACUBO, and WACUBO. In addition, audio, video, and Web-based program delivery will play more of a role as NACUBO defines its delivery priorities for future programs and services.

### **What's Needed and What's Underway?**

NACUBO is clearly on the move with strong new directions and improvements in its existing products and services. Some of the business officers surveyed offered these comments and suggestions.

#### **Professional Development**

Jerry Patton of Palomar Community College says, "The programs of NACUBO provide great opportunities for professional development and address issues of national interest that have implications for all higher education. I would encourage NACUBO to continue to pursue marketing these issues to community colleges and investigate how to make NACUBO more affordable to community colleges." Art Foley of the University of North Carolina at Asheville says, "Many of NACUBO's workshops concentrate upon increasing one's technical knowledge. While this is important, for senior business officers, learning how to build and develop quality relationships with people may

be more important in the longer term." Janet Hamilton of University of California Davis points to the 21st Century Executive Symposium and the NACUBO Annual Meeting as two premier programs that provide the focus on institutional effectiveness that senior business officers desire.

#### **Business Officer**

NACUBO's monthly magazine underwent a thorough redesign and revision in the fall of 1999, and won an award for excellence for "Most Improved Magazine" from the American Society of Association Executives (ASAE). Butch Raby, a CACUBO member from Schoolcraft University, says he "finds the Business Officer magazine to be very helpful."

#### **E-Bulletin**

Bill Gauthier of the State University of West Georgia reports that "all of us have found the E-Bulletin to be easy to read and quick to digest." E-Bulletin is an e-mail newsletter sent every other week that points out new information on the NACUBO Web site. He goes on to say, "The direction of NACUBO these last few years is right on target. It boils down to raising the bar on the level of professionalism within NACUBO."

#### **www.nacubo.org**

NACUBO's Web site has been redesigned to make information that falls under the four pillars more accessible, to ease navigation, to provide e-commerce, and to build an online community for business officers. Log on to [www.nacubo.org](http://www.nacubo.org) to see the major changes for yourself.

#### **Comments Please**

Jay Morley, NACUBO's president, encourages *Business Officer* readers to provide him with direct feedback regarding NACUBO's plans in the institutional effectiveness area. He would like to hear what's on your mind, your thinking, and any questions this article might have evoked. This effort will only begin to speak for all members when NACUBO's leadership learns of your ideas, needs, and concerns. Every reader needs to voice his or her opinion. In short, institutional effectiveness is about campuses of all sizes becoming more effective in responding to their specific missions of teaching, research, and public service. Please e-mail Jay Morley at [ie@nacubo.org](mailto:ie@nacubo.org).

**Author Bio** Gerald Schaffer is serving as a consultant to NACUBO in the institutional effectiveness area. He recently retired as chief financial officer of University of Florida.

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