



## NACUBO Welcomes the 2019–20 Cohort of Fellows

The fourth cohort of NACUBO Fellows made its debut at the NACUBO 2019 Annual Meeting in Austin. This year’s group comprises 14 professionals, and follows the 11 professionals who participated in 2018–19 and the 15 professionals who participated in 2017–18. The 12-month leadership development program is designed specifically for individuals who are preparing to become chief business officers in their next role.

As the new Fellows begin their yearlong experience, they paused to share what attracted them to the program and what they hope to gain from it.

**LINDA CAMPOS**, *assistant vice president for finance/controller, University of Idaho, Moscow*



Through this program, I’m seeking to strengthen my skills in strategic planning, leadership, and executive-level communication. We’re undergoing changes to our budget and financial model, and I’m excited to expand my network of peers in higher education in order to identify best practices for tackling these projects with my colleagues here at the University of Idaho. I’ve worked in many organizations and roles in the not-for-profit sector where I felt connected to the mission of supporting higher education and K-12, and I have enjoyed close ties to peers across the country. I’m most fulfilled in my work when I not only have a strong belief in the mission, but also have close connections to the customers we serve; this is why I love working on a college campus.

**FUN FACT:** I’m a thrill-seeker—I enjoy roller coasters, zip lines, and the like. The higher and faster, the better!

**LENORA CHAPMAN**, *associate vice president, finance and operations, Sam Houston State University, Huntsville, Texas*



I like that the program brings participants and administrators, who serve diverse student populations, from across the country to draw on different experiences and challenges. I’ve spent my entire career in higher education across a variety of institutions while managing many types of professional teams responsible for accounting and financial reporting, budget and planning, disbursement and travel services, payroll, purchasing and distribution services, treasury, bursar, and financial information systems. I’m excited to engage with experienced administrators, exchange ideas, discuss real cases, and understand how others are solving the challenges that face higher education. I would like to expand my network of professionals so that I can discuss institutional challenges with them, such as changes that I’m making to our budget process to better align resources with the strategic initiatives of the university by using data.

**FUN FACT:** My father was in the military, and we moved quite a bit. My favorite place to live was Clark Air Force Base in the Philippines.

**JOHN COPPOLA**, *associate vice president for finance, Loyola University Maryland, Baltimore*



I look forward to building relationships with my colleagues in the program and learning from chief business officers who have paved the way before us. I began my career at Loyola University Maryland three years ago, after spending 10 years in public accounting and seven years as the CFO of an independent school. I'm excited for the opportunity to learn and grow with my cohort, as I further strengthen my leadership qualities and prepare for an executive finance role in higher education. The timing is perfect since we are working on a significant reorganization within the finance division, which will allow me to take on leadership and oversight of new areas.

**FUN FACT:** I've been coaching soccer for more than 20 years. I'm a USSF National C License coach, and I spent 10 years coaching in one of the top private school leagues in the country.

**ERICA D. DALEY**, *associate dean, finance and operations, School of Law, University of Oregon, Eugene*



Supporting the University of Oregon's priorities of student access, academic excellence, and student success is both important and rewarding to me. I am part of a talented team of professionals at the University of Oregon who collaborate to develop sustainable financial and operational solutions in support of the university's teaching and research goals. Currently, we are determining how to better centralize key enterprise functions while maintaining appropriate leadership and support at the unit level. This includes building a transparent budgeting, forecasting, and reporting system to help balance central oversight with local control. I look forward to learning more from the Fellows in my cohort and other university leaders about the challenges they face and how they are setting a positive course for the future at their institutions.

**FUN FACT:** I love riding motorcycles. I won the Youngest Rider award on my first Harley ride when I was just 14 years old.

**TOM DWYER**, *director of financial planning and assistant treasurer, Amherst College, Amherst, Mass.*



Since my transition from investment banking to higher education, I have worked at small private colleges, and I value the perspectives of Fellows who may have had different career paths and who serve in other segments of the higher education landscape. I would like to gain greater insight into the challenges CFOs face and how they handle them, and I would like to further develop my change management skills. The Amherst College administration is implementing a new ERP system as part of a broader initiative to modernize administrative business systems and processes. Some of the other Fellows may have recently participated in a similar implementation, and I would be glad to learn from their experiences.

**FUN FACT:** I have lived in Germany, speak the language, and have more relatives in Germany than in the United States.

**KEVIN EDELBLUTE**, *assistant vice president, controller, and treasurer, Mississippi State University*



I'm most excited about exploring new perspectives, relationships, and opportunities to develop my skills for becoming a CBO. I have spent most of my professional career in roles that helped functional and technical teams work together to implement and support ERP systems, train end users, and improve business processes, and I'd like to build on that knowledge by learning more about the art and science of allocating finite resources across infinite needs. I am specifically interested in learning how others use data analytics, reporting tools, and intuition to make strategic decisions. Additionally, I'd like to use my experiences from the Fellows program to improve our own succession planning efforts, ensuring that we are adequately prepared for upcoming changes in leadership in my office at MSU.

**FUN FACT:** I am a Buckeye by birth, a Bulldog by marriage, and a finance professional by choice.

**JAMES GORMAN**, *senior director, finance strategic projects, University of Virginia, Charlottesville*



The most exciting part of this program for me is the chance to interact with colleagues from across the country. I am eager to learn about the commonalities and differences in the challenges that business officers face as they develop and run business models for institutions of different sizes and structures. I'm presently leading a team on a multiyear effort to transform finance at UVA, which includes implementing a new cloud-based enterprise financial system and improving business processes. The foundation of this transformation will involve new ways of thinking about and doing our work, and I'm confident I'll be able to apply what I learn in the Fellows program to this initiative.

**FUN FACT:** I have played drums since childhood, and I've performed in numerous bands since I was a teenager living in Austin.

**RICH KELLEY**, *associate vice president of finance, University of New England, Biddeford, Maine*



I'm excited to meet my cohort of business officers and soak in everything there is to learn from them and from the Fellows program, including details about the different divisions of higher education administration as well as what life is like at other types of institutions. I know of no other profession that offers so many areas for professional and personal enrichment; as business officers, we facilitate similarly transformative experiences for thousands of people. At the University of New England, I'm currently chairing a committee charged with conducting an intensive food services proposal and selection process. I hope to share this experience with my peers by designing a conference presentation, which will give me an opportunity to practice my presentation skills.

**FUN FACT:** I'm trying to run a marathon in every state. To date, I've done 28 marathons in 22 states, and I hope to run three more marathons this year in two more states.

## 2019–20 Cohort of Fellows (continued)

**MATTHEW MOTYKA**, *associate treasurer and controller, Smith College, Northampton, Mass.*



Prioritizing both fiscal and staffing resources across institutional commitments—everything from modernizing administrative processes to improving risk mitigation to facilitating environmental stewardship—can be challenging. I appreciate the opportunity to access the opinions of Fellows on how they balance the many important priority initiatives that compete for the same limited resources. Building on the skills that I've gained in public and nonprofit accounting, in addition to higher education, I hope to complete the program with an assessment of my readiness for a chief business officer role and a formal plan to master the skills necessary to excel in it.

**FUN FACT:** I was a nanny for 18-month-old triplet boys in college, which taught me the importance of time management and working with sleep deprivation.

**WILLIAM NELSON**, *associate dean for administration and finance, University of the District of Columbia*



The 2019–20 NACUBO Fellows year will be a great opportunity to spend some intensive time understanding best practices and how other institutions and individuals are solving the financial challenges of higher education. My plan is to focus on enhancing my strategic decision-making skills—understanding not only how financial resources impact the outcomes of students and the institution's mission, but also how financial resources can be used to prepare for the changes ahead. At my institution, my team is currently working on integrating a forecasting model into the budget development process. As a low-resource institution, the historical focus has been on addressing current operational needs, so implementing a budget development process that looks three to five years out is a real growth opportunity for the institution and for me.

**FUN FACT:** My hobbies include golfing, fishing, and cooking. Also, I am a season ticket holder for NASCAR racing in Richmond, Va., and I have completed the NASCAR driving experience.

**ADRIAN PETWAY**, *budget director, Virginia State University, Petersburg*



As a first-generation college graduate who was inspired by strong female educational leaders and mentors growing up, I learned early on the value of the higher education industry. Additionally, my love for mathematics and accounting stemmed from helping my mother run businesses in our community as a teenager. My roots run deep in the Southern part of the United States, and my life's passion currently resides on the campus of Virginia State University. I am excited about learning and growing with my diverse group of Fellows. I would like to discover new techniques to allocate resources and change business models.

**FUN FACT:** My superpower is teaching. I feel like I can leap over tall buildings when I am teaching and mentoring.

**ALICE TURBIVILLE**, *assistant vice president for finance and controller, Swarthmore College, Swarthmore, Pa.*



I view being a NACUBO Fellow as an opportunity to give back. I was fortunate to find a perfect fit for my expertise and interests at Swarthmore College when I transitioned out of public accounting and into the college's business office. I work at a small liberal arts college, so I have to wear a lot of hats.

I think being exposed to this talented cohort of Fellows and comparing their skill sets to mine will help me better understand which areas I should develop. Swarthmore is currently moving from purely an Excel model to a forecasting system. As we revamp our long-range budget, I am keenly interested in best practices for forecasting, especially from schools that already use these types of systems.

**FUN FACT:** Last year, my husband and I took our two kids on a big backpacking trip in Desolation Wilderness near Lake Tahoe. It was unforgettable.

**VALARIE VAN VLACK**, *treasurer, Texas State University, San Marcos*



I'm excited to diversify my skill set by learning through other leadership roles, building on my network of colleagues, and improving my fiscal stewardship through the Fellows program. I have been in the finance area of higher education for more than 24 years and have worked at both private and public universities. Recently, I've been working with enrollment management, focusing on policies to enhance the student experience and improve student retention. Although many aspects of my role as treasurer touch multiple offices, I would like to "lift the hood" to better understand the mechanics and the interrelations behind university departments outside my current responsibility.

**FUN FACT:** I competed in the NASTAR (NAtional STAndard Race) program when I was 15 years old and placed ninth in the national for my age category in snow skiing.

**RICK WERNOSKI**, *senior vice provost for business operations, University of North Carolina, Chapel Hill*



I am most excited to learn from others' experiences and share best practices, as well as learn about what has not worked at their institutions. For us to be successful in our current and future roles, we must be lifelong learners, and this program puts structure around that mindset. As I lead Operational Excellence—a universitywide program to create a high-functioning administrative operation that supports the university's mission of teaching, learning, and research—I hope to further develop my skill set, from evaluating business cases of potential opportunities to allocating resources with analytic rigor and strategic insight.

**FUN FACT:** I have never had a cup of coffee or used an emoji in any form of communication.