

## ■ Join Us in Atlanta for the 2009 Annual Meeting: “Sustaining Quality in Challenging Times”

As we enter the last six months of this year and start generating awareness and excitement for our 2009 Annual Meeting in Atlanta this October, all of us at EACUBO have spent a great deal of time and energy struggling with how best to navigate through the current economic crisis facing our respective institutions.

As recently as last October, the world was abuzz about who our next President would be and what would be in store — both for our nation and for our industry. Today, as we prepare for our Annual Meeting — and with a new administration in the White House — times remain challenging. The economy is stagnant, unemployment is at a 25-year high, and educational institutions are feeling the pain of budget reductions.

However, not all is doom and gloom! As the economy demonstrates signs that it is soon to rebound, this gives EACUBO and its members the opportunity to reflect on many of the initiatives they have adopted — or are about to adopt — to adapt to these challenging times. Aptly named, “Sustaining Quality in Challenging Times,” this year’s Annual Meeting will take a long and hard look at the impact that many of the events of the last year have had on our industry, and examine some of the key findings — along with the solutions that have been implemented — to counteract these impacts to higher education.

Our Program Committee has been diligently assembling a world-class array of educational sessions and keynote speakers to ensure that this meeting is of even more value to our members than our past events have been. Not only will you be able to earn valuable CPE credits for your participation at our 2009 Annual Meeting, but you will have the opportunity to network and share best practices with some of the industry’s leading content experts and professionals. As an additional value-add, this year’s exhibit hall promises to include many new and exciting products and services offered by participating suppliers.

Be sure to attend the EACUBO Forum on Sunday, October 11, from 12:00 p.m. to 5:00 p.m. The topic could not be more timely. The Forum will focus on the higher education response to the current economic environment. This is an ideal opportunity for you to share your institution’s plans to meet the challenges and to learn what other institutions are doing to cope with the current budget and financial issues they face.

The conference kicks off on Monday, October 12, with a riveting keynote presentation by Jim McCaffrey, Executive Vice President, Operations and Strategy and Chief Strategy Office for Atlanta-based Turner Broadcasting Systems. With the entertainment and news industry facing many of the same challenges as higher education faces, Jim is sure to provide some eye-opening and thoughtful

insights into Turner’s efforts to sustain quality during challenging times.

Throughout Monday and Tuesday, you will be able to participate in a plethora of valuable educational sessions covering such hot topics as financial disclosure, procurement reform, technology planning, and the ‘upside to a down economy.’ The closing session on Tuesday afternoon will feature a mesmerizing presentation by Dr. Mark David Milliron, President and CEO of Catalyze Learning International.

President and CEO of Catalyze Learning International.

Of course, throughout the conference, there will also be plenty of time to catch up with new and old friends, and enjoy many of the dining and entertainment options that the beautiful city of Atlanta has to offer. Filled with a wealth of attractions and activities, Atlanta offers something for everyone — interactive venues, historical sites, and beautiful performing arts facilities. This amazing city

is also home to unique venues including the Inside CNN Studio Tours, the Georgia Aquarium, World of Coca-Cola, Atlanta Botanical Garden, High Museum of Art, a fabulous zoo, the Fernbank Museum of Natural History, and the Atlanta History Center.

As higher education continues to struggle during these tumultuous times, the 2009 EACUBO Annual Meeting will provide all attendees with a variety of tools to arm you with the knowledge and skills you will need to embrace this year’s theme of sustaining quality in challenging times in your respective institutions.

Held at the Marriott Marquis in downtown Atlanta from October 11-13, the 2009 EACUBO Annual Meeting plays an integral role in fulfilling our mission to promoting effective and ethical business and financial administration in our region’s universities and colleges.

For more information on this exciting event, please visit our Web site at [www.eacubo.org](http://www.eacubo.org). We look forward to seeing you there!



### Departments

- 2 2008-09 Officers & Directors
- 3 From the President
- 6 Spotlight
- 8 Future Meeting Dates

### Inside This Issue

### FEATURES

- Area Programming Report** ..... Page 2
- Yoke San Reynolds Honored by NACUBO** ..... Page 2
- EACUBO Annual Workshop** ..... Page 3
- Creating a Campus Climate of Prevention and Preparedness** ..... Page 4
- Former EACUBO President Named Chancellor of New Hampshire System** ..... Page 5



**President\***  
Ruth Constantine  
Smith College  
Vice President for  
Finance and  
Administration

College Hall 4  
Northampton, MA 01063  
Phone: 413-585-2200  
Fax: 413-585-2206  
E-mail: rconstan@email.smith.edu



**First Vice President\***  
James R. Fisher  
Vice President for  
Finance and  
Administration

Wilson College  
Edgar Hall, 1015 Philadelphia Ave  
Chambersburg, PA 17201  
Phone: 717-262-2017  
E-mail: jimfisher@wilson.edu



**Second Vice President\***  
Ken Cody  
Vice Chancellor for  
Financial Affairs and  
Treasurer University  
System of New

Hampshire  
18 Garrison Ave  
Durham, NH 03824  
Phone: 603-862-1620  
Fax: 603-862-0061  
E-mail: ken.cody@usnh.edu



**Treasurer\***  
Maureen Murphy  
Vice President for Finan-  
cial Affairs and Treas-  
urer

Brandeis University  
415 South St, MS 110  
Waltham, MA 02453  
Phone: 781-736-4436  
FAX: 781-736-8151  
E-mail: mmurphy@brandeis.edu



**Secretary\***  
Rita Murdoch  
Director, Support  
and Fiscal Services  
Dartmouth College  
6028 Baker/Berry,  
Rm 229

Hanover, NH 03755  
Phone: 603-646-2662  
Fax: 603-646-2810  
E-mail:  
rita.t.murdoch@dartmouth.edu

#### Directors At Large



**Randall Gentzler**  
Program Prefect\*  
Philadelphia  
University  
E-mail: gent-  
zler@philau.edu



**Joe Grasso**  
Sponsorship  
Coordinator  
Cornell University  
E-mail: jeg68@cornell.edu



**Karen VanDerhoof**  
County College of Morris, Vice  
President for Business and Finance  
E-mail: kvanderhoof@ccm.edu



**Roy Merolli**  
Marist College  
E-mail: roy.merolli@marist.edu



**Annemieke Martinez**  
Georgetown University  
E-mail: martinea@georgetown.edu



**Melissa Hopp**  
The Community College of  
Baltimore County  
E-mail: mhopp@ccbcmd.edu



**Jeananne Thomas**  
University of Rochester  
E-mail: jeananne.thomas  
@rochester.edu



**Deborah Moon**  
Carnegie Mellon  
E-mail: debmoon@cmu.edu

**Margaret Plympton**  
Lehigh University  
E-mail: mfp3@lehigh.edu



**Immediate Past President and Delegate to NACUBO\***  
Margaret Cass Ferber  
Nazareth College  
E-mail: Mferber6@naz.edu



**Historian**  
Therese Sampson, Atlantic Cape  
Community College  
E-mail: sampson@atlantic.edu



**Information Coordinator/ Communications Chair\***  
Ann Spencer, Virginia Tech  
E-mail: ann.spencer@vt.edu



**Site Coordinator\***  
John Palmucci, Loyola College  
in Maryland  
E-mail: jap@loyola.edu

**Historian Emerita**  
Mary Lai, Long Island University  
E-mail: mary.lai@liu.edu

\* Executive Committee

## Area Programming Report

On April 29 the EACUBO APC committee sponsored a half-day Web cast with many of the APC regions participating, including Syracuse/Rochester, Connecticut/Massachusetts, New Jersey, and Philadelphia. The Web cast entitled, “**What the Most Influential People Do Differently,**” presented by Garrison Wynn, was a program to help people learn how to make the jump from being great at what they do, to understanding and developing the qualities it takes to be noticed. As Garrison pointed out, success is more than being good at what you do; it’s about being consistently chosen to do it. Garrison helped participants to understand and learn why their ideas, strategies, or leadership styles — or those of their peers — are selected. People don’t necessarily choose what’s best; they choose what they are most comfortable with, whether it’s the best or not. Participants also walked away knowing why the smartest people with the most information are not always in charge or number one in their field. The keynote speaker also provided original research on managing expectations and emotions and explained why there really is more to success than being the best. Those attending were provided insight on how to develop and understand their full leadership potential.

The half-day session, sponsored by EACUBO, was facilitated by Richard Bernecki, chair of the APC committee and the session qualified for 3 CPEs in “Leadership” field of study as a “Group-Live” presentation. EACUBO strives to provide the best quality programming to all its members and the higher education industry and was very pleased with the program quality and content of this Web cast.

## Former EACUBO President Reynolds Honored at 2009 NACUBO Annual Meeting

Yoke San Reynolds, the 2005 EACUBO President, received the Distinguished Business Officer Award recently at the Annual Meeting of the National Association of College and University Business Officers (NACUBO) held June 27-30 in Boston.

“The Distinguished Business Officer Award is the highest individual honor bestowed by the Association,” NACUBO President John Walda said. “For her outstanding contributions to business and financial management in higher education, NACUBO is proud to bestow this award on Yoke San, who is a long-time member and former member of the board of directors.”

As the Vice President and Chief Financial Officer at the University of Virginia, Reynolds oversees an array of financial operations, including treasury, financial administration, research administration, risk management, and the policy office. She is also responsible for business operations at the university.

Nominations for Reynolds came from colleagues at six universities. The award honors an individual who has made an outstanding contribution in the field of business and financial management in higher education, normally over a number of years. Two individuals are selected every year from among the nominations received from members. The other recipient for 2009 is Edward R. MacKay, Chancellor of the University System of New Hampshire and another past EACUBO President.



## From the President — Ruth Constantine 2009 Annual Meeting Offers Opportunities to Learn, Share Ideas



Since we last gathered for our Annual Meeting in Toronto in October of 2008, higher education has experienced a tumultuous period unlike any other time in recent history. Our member institutions are busy meeting the myriad of financial and budget challenges presented by today's uncertain economic climate, and so, too, the EACUBO leadership and Program Committee are working to ensure that our Association provides you with the knowledge and the

means to learn and exchange information on how to cope with today's fiscal issues.

During these difficult times, EACUBO meetings provide an important forum for colleagues to share what we have learned in coping with this crisis and to promote effective practices. There's no better opportunity for doing this than the 2009 Annual Meeting from October 11-13, at the Marriott Marquis Hotel in downtown Atlanta. This year's theme is right on the mark: "Sustaining Quality in Challenging Times;" this theme has guided development of the Annual Meeting program.

This year's Program Committee, under the leadership of Chair Rob Yelnosky and Vice Chair John Case, has put together an outstanding array of general and concurrent sessions to assist business officers at all levels. The Program Committee deserves our thanks and recognition for its efforts throughout the year and in particular in coordinating the educational content for the Annual Meeting.

The Annual Meeting kicks off Sunday, October 11, with a four-hour Forum that will focus on the most pressing issue facing business officers. The topic is the Higher Education Response to the Economic Environment. We look forward to productive facilitated discussions about the challenges we face and the way our institutions can address them.

In these tough times, our members want to learn from other institutions about the initiatives and approaches that are working in coping with the financial downturn. The Annual Meeting presents the ideal environment to learn from presenters and peers, not only through the many workshops and general sessions, but through networking and hallway conversations as well. The Annual Meeting is one of only a few opportunities each year for members to interact with literally hundreds of your colleagues in the same place to share ideas, approaches or just to brainstorm about creative ways to meet the current challenges.

Beyond the outstanding programming available at the Annual Meeting, members will have a chance to enjoy the many attractions Atlanta has to offer. As the largest city in the Southeastern U.S., Atlanta has a lot to see and do. Attractions include The Children's Museum of Atlanta, the Georgia Aquarium, Centennial Olympic Park, Inside CNN Atlanta, the New World of Coca Cola, the Jimmy Carter Presidential Library and Museum, and much more.

There are also a number of dining and entertainment options for you to consider as you plan your trip to Atlanta.

I would be remiss if I did not acknowledge the important role played by our sponsors and exhibitors. Their steadfast support enables EACUBO to conduct a quality conference at an affordable price for members. We are grateful to our sponsors and exhibitors for continuing to support EACUBO and its members during these difficult economic times.

The Annual Meeting is a key program in fulfilling EACUBO's mission to promote effective and ethical business and financial administration in colleges and universities in the Eastern region. I urge you to attend the 2009 Annual Meeting in October.

Our Board will lose an outstanding and dedicated member this summer as Maureen Murphy, our Treasurer, has resigned. Maureen has accepted a position with New York University-Abu Dhabi as Chief Financial Officer and Associate Vice Chancellor of Finance, Budget, and IT. She will remain at Brandeis University through the summer and will relocate to Abu Dhabi in September.

Maureen has been very active in EACUBO over the past decade. For the past four years, she has served on the Board of Directors and this year she became the Treasurer. We will greatly miss Maureen and we wish her all the best in her new position.

Congratulations are in order to First Vice President Jim Fisher, who recently became Vice President for Finance and Administration at Wilson College. We wish Jim well in his new role. I would also like to congratulate Second Vice President Ken Cody on his promotion to Vice Chancellor for Financial Affairs and Treasurer for the University System of New Hampshire.

### EACUBO Annual Workshop March 24-26, 2010

We have begun the planning stages for EACUBO's 2010 Annual Workshop in Boston, MA, from March 24-26, 2010. The success of our meetings and workshops is directly related to the quality of our presentations and presenters. The Program Committee is beginning to consider sessions for the 2010 Workshop.

Those interested in presenting at the Workshop may submit a detailed proposal in the Call for Presentations section of the EACUBO Web site.

All proposals must be submitted electronically to be considered. You will be notified if your presentation has been accepted.

On behalf of the EACUBO Programming Committee, thank you for playing an active role in the continuing success of our Annual Workshop and we hope you will consider a submission. We hope to see you in Boston!

## 2008 Annual Meeting Educational Program: Creating a Campus Climate of Prevention and Preparedness

A campus emergency preparedness plan must take an “all-hazards” approach to facilitate a coordinated response to a variety of potential emergencies, including natural disasters, fires, school shootings and other acts of violence, protests and civil disturbances, and accidents, a leading campus public safety director said at an EACUBO 2008 Annual Meeting educational workshop.

Lee Struble, director of public safety at Monroe Community College in Rochester, NY, gave a workshop presentation entitled, “Creating a Campus Climate of Prevention and Preparedness,” on October 27, 2008 at the EACUBO Annual Meeting in Toronto. His presentation focused on four areas: an overview and history of campus public safety, lessons learned from prior school shootings, a behavioral threat assessment process, and how to survive an active shooter incident.

From the formation of the first university police department in 1894 at Yale University to today, the campus public safety profession has evolved from one where its chief function was traffic and building security to one in which many agencies have full police powers and work closely with the campus administration and outside agencies.

Today’s campus public safety departments must gain support for their emergency preparedness efforts from within the institution as well as from mutual aid partners and federal, state and local agencies. Campus emergency plans must address communications and political barriers, integrate prevention and preparedness into the campus culture, create partnerships and provide leadership.

Federal mandates require campus public agencies that receive federal funds to employ the Incident Command System (ICS) as the organizational framework to respond to a critical incident on the campus. The major functional areas of the ICS are command, operations, planning, logistics, and finance/administration.

In developing an institutional emergency preparedness plan, Struble advised college officials against reinventing the wheel. Institutions should review plans from several similar institutions, as well as model plans from such organizations as the Society for College and University Planning (SCUP) and the International Association of Campus Law Enforcement Administrators (IACLEA). It’s also important to include in the emergency planning process representatives from local emergency response agencies, such as police, fire, and emergency medical services. Your institution’s plan should be distributed for review and comment and updated annually. In addition, regular training exercises will help to validate the assumptions of the plan.

Struble said that other considerations in emergency planning include a regional approach that incorporates mutual aid agreements with other area colleges and emergency response agencies as well as awareness programs.

He added that another consideration in emergency planning is mass notification to alert the campus community about a critical incident. This has become a major concern since the Virginia Tech tragedy. Any mass notification system must both “alert and inform,” he said. Multiple communications technologies (layers) must be available to campus administrators in the event of a campus emergency.

A number of lessons have been learned from past school shootings. “There is no profile of a school active shooter,” Struble said. “We need to develop effective systems to facilitate a comprehensive approach to

students who require monitoring and care. We need to train our faculty, staff, and students to effectively respond to all kinds of crisis situations that may occur on our respective campuses.”

Struble reviewed available profile information about a number of individuals who were responsible for some of the worst mass shootings in U.S. history, both at secondary schools and colleges and universities.

Threat assessment techniques can help to prevent violent acts before they occur by identifying precursors of violence through awareness and a formal threat assessment process and the initiation of an effective intervention process.

Factors in evaluating the seriousness of behavioral threats include the presence of specific plausible details about a planned attack, the emotional content of the threat, and precipitating stress factors.

Struble’s presentation also discussed motives for school shootings. According to past studies, motivations for school shootings include desire for attention or recognition (24 percent), revenge (61 percent), and feelings of persecution or being threatened by others (75 percent).

Studies indicate school shooters are rarely impulsive. According to one study, 93 percent of school shooters planned the attack in advance, 81 percent told at least one other person prior to the shooting, and, in 66 percent of instances, more than one person had prior knowledge of the planned attack.

He said that the “active shooter” is one of the greatest threats on campuses. Their desire is to kill and seriously injure without any concern for the personal safety or threat of capture. They often search for intended victims, but they accept targets of opportunity and will continue to move throughout a building or area until stopped by law enforcement, suicide, or other intervention.

The mentality of the active shooter has necessitated a change in law enforcement response tactics. Losses can be mitigated through community preparedness, training and response during an actual incident. Struble offered a number of tips on surviving an active shooter.

In summary, Struble said that creating a campus climate of prevention and preparedness helps to prevent violence, identify persons at risk for violence, provides intervention with developing concerns, provides a coordinated response to violent acts, and assists in the recovery from a critical incident.

Struble shared several conclusions during the closing part of his presentation:

- We must be able to recognize and intercede with students or others in distress.
- We cannot predict the origin of the next attack.
- There is no single “profile” of an active shooter.
- We must have effective on-campus protocols and systems to provide threat assessment on an ongoing (Behavioral Consultation Team) or crisis (Threat Assessment Team) basis.
- We must continually assess campus risks and security/police operations to ensure we meet the standards of the industry.

(continued on page 8)



## Former EACUBO President Named Chancellor of New Hampshire System

*(This article is one of an occasional series focusing on EACUBO members who have ascended to leadership positions in higher education.)*



As a child of Depression-era parents, Ed MacKay has never forgotten the sacrifice his parents made when they gave up the chance for a college education to go to work to help their families.

“Both of my parents graduated high school during the Great Depression and each earned partial college scholarships,” he recalled in a recent telephone interview.

“Both parents were not able to go to college because they had to go to work to assist their

families. That sense of missed opportunity led them to ensure I could attend college. Their sacrifices instilled the importance and value of post-secondary education that has been reinforced many times over through decades of work in our field.”

This experience and his early career in student affairs work on a college campus spurred MacKay to a distinguished career in higher education that has spanned nearly 40 years.

MacKay, a past EACUBO President, achieved a milestone in his career when he was named in October 2008 as the next Chancellor for the University System of New Hampshire (USNH), which oversees the public four-year institutions in the state. He assumed his duties as Chancellor on July 1. MacKay has served since 2000 as Vice Chancellor and Treasurer for the University System, which includes the University of New Hampshire, Plymouth State University, Keene State College and Granite State College. Total enrollment in the New Hampshire system is 31,000 students. From 1987 to 2000, MacKay served as Vice Chancellor for Planning and Budget.

He began his career as a high school math teacher and a coach. During that time, MacKay found he enjoyed guiding the development of younger individuals. While doing graduate work at Rutgers University, he took a part-time position in the student affairs office and coordinated student orientation programs. Working with students and helping them to make the adjustment to college was the most rewarding part of the job.

“At Rutgers I frequently worked with commuting students. Many were first generation college students, like me,” he said. “Research documents that the single most important factor in retention and college completion is the connection a student makes with a significant other on the campus. That significant other could be a fellow student, a faculty member, a resident assistant, or a staff member,” he said.

“The satisfaction derived from helping students become connected and engaged has been carried through to subsequent experiences,” he said.

The New Hampshire System is facing the same challenges as other higher education systems throughout the country in coping with the national economic crisis. “We’ve had to deal with the impact on a number of our revenue sources,” he said.

MacKay became active in EACUBO when he joined the System office in the late 1970s. He was encouraged to join EACUBO by Ed Smith, who was then USNH Vice Chancellor of Financial Affairs and Treasurer. Smith was active in EACUBO and he encouraged MacKay to get involved. MacKay was given a role on the Workshop Committee,

which at the time was held every two years, and he benefitted enormously from early EACUBO mentors such as Mary Lai, David Healy, John Palmucci, Jay Morley, and Mary Jo Maydew.

He chaired the first Annual Workshop Committee, taking responsibility — along with others — to convert the workshop into an annual event and to rotate it among various cities so that more mid-level managers could be served by the programs. During that time the EACUBO Board also created the Senior Business Officers Round Table to provide a more intensive type of experience for senior level management, concentrating on topics for chief business officers.

MacKay served on the EACUBO Board of Directors from 1989 through 1999, serving as President in 1994-95. In the early 1990s, he said, the Board decided to build upon the Annual Workshop and Round Table programs and implement more structure in its range of professional development activities. “We became more proactive in identifying the professional development needs of the staff from our member institutions, and delivering those training sessions throughout the areas of the region,” he said.

When asked how important his involvement in EACUBO has been in his professional career, MacKay said, “I would not be assuming the role of Chancellor without my involvement in EACUBO and NACUBO. It is important not only in the professional development content received, but in being able to engage with colleagues on a regular basis and share information and ideas. I have learned so much through this Board work, and through the very talented individuals that have served on those Boards and who continue to encourage and inspire me today,” he said.

MacKay said EACUBO excels in the three characteristics that determine the success of an association: credibility, content, and community. “An association defines itself by the quality and experience of the community and EACUBO does an extraordinary job in connecting people and developing the network of colleagues that is so important to success. It is invaluable, especially for those who are new to the profession or working their way up through the ranks.”

What is significant in today’s environment is EACUBO’s commitment to provide a broader context than a focus on purely financial issues. “There is a larger role for business officers in the overall visioning and planning that takes place. Our voice is important in those broader deliberations now, especially given the financial challenges we face. This fact underscores the value of having those networks and access to that collective wisdom,” he said.

In addition to EACUBO, MacKay is active in the National Association of College and University Business Officers (NACUBO), having served on the NACUBO Board from 1995 through 2000 and as Chair in 1998-99. Of many other activities, he is most proud of his involvement in the establishment of the State’s “529” (college savings) program, the first in the country to be approved by the IRS, and with nearly \$8 billion under investment. More than 98% of the fees earned by the State from this program are returned as grants for needy New Hampshire students enrolled in public and private higher education.

MacKay received EACUBO’s Distinguished Service Award in 2000, and was one of two recipients of the NACUBO Distinguished Business Officer Award in 2009.

## Spotlight: Yelnosky Applies Business Experience To Position as College Vice President, Juniata College, Huntingdon, PA



Robert Yelnosky

It isn't every day that a college is able to find a seasoned business executive with 15 years of experience, including positions managing multi-million dollar plants and sales forces. That was the situation in which Juniata College found itself when it hired Robert Yelnosky in 2002.

The college, based in Huntingdon, PA, brought in Yelnosky as its Associate Director of Technology Solutions. Initially, he was in charge of leading a team of employees and students that managed the help desk, classroom technologies, web technologies, training and digital media. He was promoted in October of 2004 to the position of Assistant to the President for Administrative Services. In that role, he was asked to look at what the college could do to enhance revenue as well as to examine the expense side of the budget. "This process got me engaged in sustainability. We looked at energy conservation, waste management, recycling . . . changing to a culture of sustainability as a part of everything we do."

After two and a half years, he was elevated to the position of Vice President for Finance and Operations/Chief Financial Officer, the position he now holds. He is responsible for all activities related to accounting, finance, information technology, human resources, and facilities. He also chairs the college's Sustainability Leadership Team.

Yelnosky is better known in EACUBO circles as the Chair of the Program Committee. This committee is responsible for overseeing and coordinating the educational program content for EACUBO's Annual Meeting and Annual Workshop. It is a year round responsibility with overlapping time schedules, as the planning for one educational event takes place simultaneously with activities related to the other major event.

He first got involved in EACUBO when he attended a NACUBO meeting in 2004. He met Barry Cohen, who was staffing the EACUBO table and recruiting volunteers. Yelnosky signed up to volunteer and was assigned to the Annual Meeting Committee. At that time, responsibility for identifying and developing educational programs for the Annual Meeting and Annual Workshop was divided among two separate committees.

"Coming new to the industry, I was working in the assessment process, looking for people to benchmark with," he said. "EACUBO is a great organization for people who are breaking in. You will network and make connections with other people in the industry."

In 2006 EACUBO's Board of Directors approved a major restructuring of the process for planning and managing its professional development programs for its two major meetings, the Annual Meeting and the Annual Workshop. EACUBO hired Association Resources, Inc., an association management company, to handle and coordinate the meeting logistics. The Board merged the two program committees to better coordinate and manage the educational content for the two meetings.

Yelnosky believes the new structure is working well. "As a result of the new structure, we have started to do more planning, further in advance of the sessions, from both a programmatic and logistical standpoint." The committee is mindful of what topics for educational programs are being offered at the Annual Meeting and the Workshop and strives to avoid duplication of programming. "The programming

at each event must be supportive of each other," he said. "The process is working the way the Board envisioned it would."

There is an 18-month planning window for the two events. For example, the committee met last October in Toronto during the Annual Meeting to finalize the programming for the March 2009 Workshop in Providence. At the same time, work was beginning to take shape on the 2009 Annual Meeting in Atlanta. During its most recent conference call, the committee discussing General Session topics for the upcoming meetings in Boston and Washington D.C. in 2010.

While advance planning is important, Yelnosky said that the committee also seeks to maintain the flexibility to add programs to respond to current topics that may emerge. "We try to leave some sessions open to give us the flexibility to respond with programming pertinent to current topics. That's especially important in today's environment."

Prior to coming to Juniata, Yelnosky served as Operations Leader for Advanced Glassfiber Yarns in Huntingdon. He worked at Owens Corning for more than 10 years in a variety of positions. As Regional Manager, he led a team of area sales managers responsible for sales in the Pacific Region. Total sales volume was in excess of \$145 million annually. He also served as Plant Leader, with responsibility for the overall operation of the insulation plant with a total annual budget of \$60 million.

Yelnosky's academic training and professional experience is in the areas of management information systems, manufacturing management and human resources. He received his Bachelor of Science degree in management information systems from Juniata College. He has also completed courses in the Masters of Information Technology program online at the University of Maryland.

Working in both fields, Yelnosky sees major differences between industry and higher education. Chief among these differences is the decision-making process. "In higher education, it's more of a collaborative process, which is at times more time consuming than you would find in industry, but you get more buy-in and a better implementation of the decision as a result of the process," he said.

In addition, the speed at which decisions are implemented in higher education is slower than in industry, but there is enough flexibility to allow for a nimble response to rapidly emerging events and new developments.

Yelnosky said the biggest adjustment he faced in transitioning to higher education was getting up to speed on the financial side. "I came in with more experience in IT, HR and facilities. There was a learning curve on the financial side of things."

"EACUBO is a great organization for those who are new to the industry or for individuals who are coming to the higher education business world from other careers," he said. "For someone new to the industry, EACUBO is a very supportive organization and there's a willingness to share information, support colleagues, offer words of encouragement that's pretty unique. EACUBO makes that easy and facilitates that kind of interaction."

Yelnosky and his wife, Jan, have two children, Greg, who is 15, and Charlotte, who is 12. He volunteers in the community. He is active with Angel Food Ministries, serves as Program Director for the Huntingdon Community Center, and he coaches soccer and basketball.



## Spotlight: Juniata College, Huntingdon, PA

Founded in 1876, Juniata College is an independent, co-educational liberal arts college located in the scenic Allegheny Mountains of central Pennsylvania. The college has a strong reputation for excellent academics, personal attention, and state-of-the-art technological resources. Juniata has an enrollment of 1,450.

The college is located in Huntingdon, PA, a town of 10,000. The college is named for the nearby Juniata River, which along with its tributaries, offers some of the finest sport fishing and recreational opportunities in the nation. The town, formerly known for its manufacturing, is making the transition to a service economy.

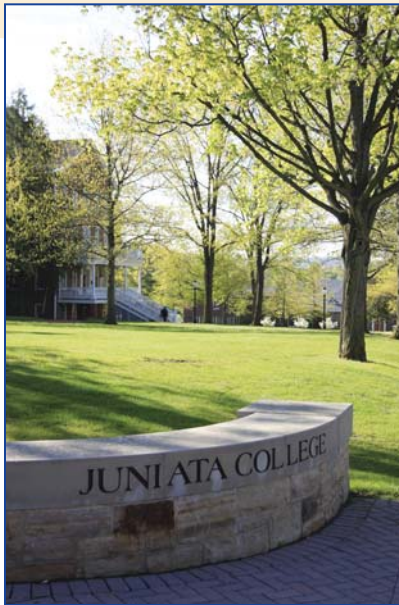
Juniata is one of the most mentioned colleges in a myriad of college guides. It is in the top tier of *U.S. News and World Report's* Top Liberal Arts Colleges. It is the only college in the nation included in all these influential publications: Loren Pope's *Colleges That Change Lives*, the *Princeton Review's* "Best 345 Colleges," *Fiske Guide to Colleges*, Kaplan's *Insider's Guide to the 320 Most Interesting Colleges*, Peterson's *Competitive Colleges*, Miriam Weinstein's *Making a Difference College Guide*, Barron's *Best Buys in Education*, Leland Miles' *Provoking Thought: What Colleges Should do For Students*, Don Asher's *Cool Colleges*, and *ELLE Girl* magazine's "Top 50 Colleges that Dare to be Different."

Juniata's four-year graduation rate of 94 percent is one of the highest in Pennsylvania and 97 percent of its graduates are employed, attending graduate school or pursuing other postgraduate activities within six months of graduation.

The key to its educational success is its faculty, 96 percent of whom hold the terminal degree in their field. Juniata's top priority is to bring in faculty dedicated to teaching. Its science faculty all have extensive research programs and it sends more than a dozen students every year to present at the National Conference on Undergraduate Research. Its humanities faculty is exceptional as well, as evidenced by historian David Hsiung, who was named Pennsylvania Professor of the Year in 2000, and Andrew Belser, associate professor of theatre, who received the Pennsylvania Professor of the Year honor in 2003.

Juniata's unique Program of Emphasis educational plan allows all of its students to design their own destiny by working with two faculty advisers to create their own major. Its students can combine biology and pottery or history and IT. This academic creativity forms exceptional students, many of whom are receiving prestigious scholarships such as Fulbright, Goldwater, St. Andrews, Pickering Fellows and the NCAA Postgraduate scholarship. Most of its students work at more than one internship during their time there and 40 percent of the students take the opportunity to study abroad.

Juniata's international programs are the envy of its peer institutions. Six percent of its students are international students and the college has developed an award-winning outreach program called Language in Motion.



The college's facilities are world class, including Juniata's Peace Chapel, a minimalist meditative masterpiece designed by Maya Lin, the designer of the Vietnam Memorial. The William J. von Liebig Center for Science is a state-of-the-art science facility that can take students through biochemistry, genetics, proteomics, biomechanics and other disciplines using equipment many students would only get to use in graduate schools. The Halbritter Center for the Arts is a focal point for campus life, where students and the community can see avant-garde plays or performers such as Paul Winter, Avner the Eccentric, or the Martha Graham Dance Company. Juniata's original classroom building, Founders Hall, built in 1879, was recently renovated into a LEED-certified green building. Students also can get elbow deep in business startups or even receive seed money for businesses of their own at JCEL, the college's Center for Entrepreneurial Leadership.

Juniata's dedication to experiential learning and focus on teaching means the college is recognized nationwide as a pathway to success whether a student becomes a doctor, lawyer, or museum director. The college's belief in hands-on experience and individual attention from faculty means its students receive a personalized education and complete their degree in four years.

Juniata enjoys a national reputation in undergraduate science research and education and one of only a handful of peace and conflict studies programs in the nation. Its alumni include a governor of Pennsylvania, a Nobel Prize laureate in physics, one of the top head coaches in National Football League history, the developer of a textile surgical stent that has saved millions of lives, the developer of the Chrysler "Hemi" engine and five living Fellows in the National Academy of Sciences.

The college's science outreach program, Science in Motion, has been used as a model for similar outreach programs in Alabama and Delaware.

Juniata has a student-to-faculty ration of 13 to 1. The average class size at Juniata is 15 students. About 96 percent of the faculty are pursuing tenure track assignments. About 38 percent of the faculty are women. Juniata's students have a high retention rate, with 86 percent of freshmen returning after their first year to continue their education.

The 2000 National Survey of Student Engagement (NSSE) singled out Juniata College for praise for its writing-intensive curriculum and for its supportive campus environment. The survey, which annually polls freshmen and seniors at 276 colleges and universities nationwide, revealed that Juniata's seniors rated the college higher than its peer institutions in four out of the survey's five categories: Level of Academic Challenge; Active and Collaborative Learning; Student Interaction; and Supportive Campus Environment.

342 North Main Street  
 West Hartford, CT 06117-2507

**P** (860) 586-7571  
**F** (860) 586-7550

[www.eacubo.org](http://www.eacubo.org)

## FUTURE MEETING DATES

### **EACUBO Annual Meeting**

October 11-13, 2009  
 Atlanta, GA  
 Marriott Marquis

#### **Important Dates!**

Early Bird Registration  
 August 28  
 Room-block cut-off  
 September 18

October 17-19, 2010  
 Washington, D.C.  
 Marriott Wardman Park

October 30-November 1, 2011  
 Hershey, PA  
 Hershey Lodge

October 14-16, 2012  
 Boston, MA  
 Westin Boston Waterfront

### **EACUBO Annual Workshop**

March 24-26, 2010  
 Boston, MA  
 Park Plaza

March 30-April 1  
 Philadelphia, PA  
 Hyatt Regency

October 6-8, 2013  
 Baltimore, MD  
 Baltimore Marriott Waterfront

### **EACUBO – Cornell Administrative Management Institute, Ithaca, NY**

August 3-8, 2009  
 July 26-31, 2010

### **NACUBO Annual Meetings**

July 24-27, 2010  
 San Francisco, CA

July 9-12, 2011  
 Tampa, FL

July 28-31, 2012  
 Washington, D.C.

## Creating a Campus Climate

(cont'd from page 4)

- Emergency preparedness plans must comply with the federal National Incident Management System (NIMS) and be based on an all-hazards approach.
- We must ensure that security and police staff are proficient in the use of the Incident Command System (annual training and drills).
- Mass notification solutions should involve multiple technologies.

Struble is active in several campus safety organizations, including IACLEA and the NorthEast Colleges and Universities Security Association (NECUSA). He chairs IACLEA's Campus Crime Prevention Committee and is a past President of NECUSA. He has served as public safety director at Monroe Community College since 2006. Prior to that he was the Director of Campus Safety at Nazareth College from 1996 to 2006. He served for 14 years before that as the Associate Director of Campus Safety at the Rochester Institute of Technology.

Resources cited in Struble's presentation included: "Threat Assessment in Schools: A Guide to Managing Threatening Situations to Create Safe School Climates," U.S. Secret Service; "The School Shooter: A Threat Assessment Perspective," Federal Bureau of Investigation; and "Rage of the Random Actor," Dan Korem.

Feel free to contact Lee Struble for additional information at [lstruble@monroecc.edu](mailto:lstruble@monroecc.edu).