



Business Efficiency Programs Update September 2021 - Volume 11, Issue 9

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What's New from AICUP?

Now Available! 2021-2022 Business Efficiency Program Manual

AICUP publishes a virtual manual on our many business efficiency/collaboration programs each year. Over the past year, our AICUP team has collected information on AICUP member participation in specific AICUP Programs; and calculated savings data from all business efficiency and shared services programs.

The final tallies on both appear in this year's Business Efficiencies Manual. It is important to measure these programs over time as part of the performance measurement of our AICUP work—this will be the second annual report in which we document cost savings per program in particular. Though it is not possible to put a dollar value on all the programs, the results are still very impressive.

[Access the Business Efficiency Manual 2021-2022](#)

Updated! AICUP Membership Directory

Several times a year, AICUP requests updated information from our member schools. Special thanks goes to the Executive and Administrative Assistants in the Presidents' offices for providing this information. AICUP has identified 16 institutional positions that are common across all college and university campuses. While the titles vary, the roles are similar.

To maximize the usefulness of the directory for mailings and invitations to individuals in similar roles, the 16 positions are consistent, as numbered, for each school. Please note:

- When an individual fills multiple roles on campus his or her contact information is repeated,
- If a position does not exist at an institution or has not been filled, “vacant” appears and
- the President is not numbered and found in the left hand corner.

The Membership Directory also includes information about the 90+ AICUP Corporate Affiliates as well as each school's legislative leaders (PA and US).

[Access the Membership Directory Summer Update](#)

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Coming Soon! New AICUP Website

AICUP is in the process of redesigning our website. The redesigned website will have a completely new look and feel and will hopefully make it easier for everyone to find the information they need quickly. Look for the new AICUP website to be launched in the fall.

Depending on when the transition to the new website occurs, some links may be broken until reestablished. Please be patient during this time. If you need a document no longer accessible, please contact [Kelly Carli](#).

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The Good Citizen Scholarship

GOLF OUTING

New Date!

OCTOBER 15, 2021

DAUPHIN HIGHLANDS GOLF COURSE
HARRISBURG, PA

Premier Sponsor



Fall should bring us the opportunity to once again come together after missing the 2020 [Good Citizen Scholarship Golf Outing](#). AICUP hopes those from our member colleges and our corporate affiliates are able to join us!

Each year, AICUP's foundation provides the Good Citizen scholarships that are reserved for students who have shown extraordinary commitment to community service and have demonstrated creativity in shaping their chosen volunteer programs. In 2019, almost \$23,000 was raised for scholarships. Over 11 years, this outing has raised over \$120k for scholarships!

Gold Sponsor



[Sponsorship Opportunities for Corporate Affiliates](#)

Interested golfers from our member campuses should contact [Kelly Carli](#). She will then work closely with you to place you on a sponsored foursome.

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How Boards are Adapting to New Realities ~BoardEffect

At the beginning of the pandemic and shutdowns, many universities and organizations began operating virtually for the first time – including holding virtual board meetings and AGMs. Initially, many believed this would be a temporary measure and in-person gatherings would be able to resume in a matter of weeks or a few short months. As the pandemic keeps lasting, boards and educators are realizing that the temporary changes represent a “new normal.”

This peer-to-peer discussion, from the Campus Leaders Forum, looks at the benefits and drawbacks of virtual governance. This panel provides opening remarks on some of the key developments in virtual governance over the past 18 months, and then a panel of AICUP clients (St. Joseph's University & LaSalle University) share strategies and stories of ways to make virtual governance effective (and less disruptive).

View the [video recording](#) from the AICUP Campus Leaders Forum (June 14, 2021)

AICUP's Contact: Ellen Glasgow at eglasgow@boardeffect.com

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E² Energy to EducateSM Grant Program **~Constellation**

Constellation is now accepting applications for its [2021 E2 Energy to Educate Grant Program](#), which provides funding for student projects focusing on energy innovation. Educators and students in grades 6-12 can apply for program grants up to \$25,000, and two- and four-year colleges can apply for grants up to \$50,000. ***The deadline for applications is Oct. 1, 2021.***

This year, Constellation has refreshed its E2 innovation themes (see below) to emphasize inspiring equity in the energy industry. In 2020, Energy to Educate awarded more than \$500,000 across 22 projects and reached more than 20,000 students nationwide. Projects included solar car competitions, fuel cell technology, energy storage, wind power, and teaching energy concepts via an interactive gaming platform. To date, the grant program has provided \$4.5 million for research and education projects that have fueled the exploration into STEM fields for more than 225,000 students.

To be eligible for funding, a project must align with the following energy innovation themes. Project content must also be delivered virtually or through safe in-person settings:

- **Equity in Energy:** How can we engage underrepresented groups in the energy sector? How can we create pathways to STEM and energy careers for students of color, women, and other underrepresented groups? How can we best engage underrepresented customers? With intentionality, we can increase diverse perspectives and representation in energy careers and reach underserved communities with energy innovations.
- **Sustainability as a Lifestyle:** How will new technologies and artificial intelligence transform our home energy usage in the future? What will the future of transportation look like? How can our daily choices in transportation and in our home create a more sustainable future? New technologies can power us into a cleaner energy future via electrification and sustainable choices.
- **Clean Energy & Zero Waste:** Which energy sources and choices have the greatest current and future potential to mitigate against climate change? What if we could harness and store energy that would otherwise be wasted? How can businesses, schools, governments, and communities take action through policies and programs to move us toward a cleaner energy future? The sustainability movement is catching on in energy thanks to innovative technologies and growing advocacy.

Exelon companies, together with Constellation, contributed more than \$58 million to nonprofits in 2020 supporting COVID relief efforts plus education, the environment, culture and arts, and community development.

AICUP's Contact: Blaire Miller at blaire.miller@constellation.com

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Title IX: Advanced Investigations Training **~D.Stafford & Associates**

In light of the lingering issues caused by the COVID-19 pandemic, travel advisories and travel restrictions being implemented by colleges and universities, AICUP endorsed program provider, D.Stafford & Associates is offering a virtual course combining their two investigation classes.

[Register](#)

November 8-12, 2021

9:00 am to 5:00 pm each day

Standard Rate: \$925 AICUP RATE: \$645 (-\$280)

This intensive Advanced Course, is designed for individuals who have at a minimum of 24 hours of investigative training, including completion of either the D. Stafford & Associates *Investigation of Sex Crimes for Campus Police, Public Safety and Civil Rights (Conduct/Title IX) Investigators: Conducting Trauma Informed Investigations*” class (formerly called: *Investigations of Sex Crimes for Campus Police/Public Safety Agencies*), the *Title IX Coordinator/Investigator Class* or a commensurate class offered by other organizations. The focus of this Advanced class is to enhance the knowledge and to build on the skills learned by attendees in the previous courses.

Course Description: In this practical applications course, participants will examine the complexities of sexual misconduct investigations within the higher education landscape to enhance their investigations skills. Focusing on conducting ethical and effective investigations, participants will have opportunities to apply the course concepts through case studies, interview practice, and structured examinations of witness statements.

Some of the key topics that will be covered include:

- Special cases including multiple perpetrators, case consolidation, and party non-participation
- Issues of ethics in investigations
- Identity issues including marginalized populations and group dynamics
- Statement analysis
- Alternative interview techniques
- The uses (and abuses) of technology in sexual misconduct cases

It will include lecture as well as providing ample opportunities for practical application of the concepts learned, as attendees will actively apply what they learn throughout the course to successfully manage the case study investigation.

This class will bring together sworn law enforcement, non-sworn public safety and civil rights investigators to conduct the investigation with a key takeaway being attendees understanding some of the intersections that lie between these two types of investigations, how they can work concurrently, and how schools and law enforcement can best collaborate to successfully investigate the case for purposes of compliance with

Title IX as well as bringing appropriate cases forward for purposes of criminal prosecution.

Instructors for this course include seasoned criminal and civil rights investigators as well experts from the private sector and government. This course meets the requirements of training as required by Title IX and the Clery Act as amended by the Reauthorization of the Violence Against Women Act of 2013.

Next AICUP Training: Behavioral Intervention Team (BIT)/Threat Assessment Team (TAT)-November 30 - December 3, 2021 [See Below](#)

AICUP's Contact: Dolores Stafford at dolores@dstaffordandassociates.com

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Behavioral Intervention Team/Threat Assessment Team Training **~D.Stafford & Associates**

In light of the lingering issues caused by the COVID-19 pandemic, travel advisories and travel restrictions being implemented by colleges and universities, AICUP endorsed program provider, D.Stafford & Associates is offering a virtual course combining their two investigation classes.

[Register](#)

November 30-December 3, 2021, 2021

10:00 am to 5:00 pm each day (until 3 PM on Day 4)

Standard Rate: \$715 AICUP RATE: \$485 (-\$230)

DSA is offering a Virtual 2.5-day Behavioral Intervention Team (BIT)/Threat Assessment Team (TAT) training course. This training course is designed for those who are new to a BIT or TAT team, as well as seasoned professionals.

Day one will focus on understanding violence by examining mass casualty incidents, targeted violence on campus, risk factors, the “pathway to violence”, and other forms of campus violence.

Day two will build upon the knowledge acquired in day one with a focus on practically using threat assessment strategies within campus teams. Specifically, day two will address key considerations in campus safety plans, legal issues in threat assessment, team dynamics, documentation, threat assessment process, and the impact on those who do this work.

While each day will involve application of case studies and dissecting lessons learned, a greater emphasis on step-by-step application will be provided in comprehensive case studies that culminate on the final half day.

AICUP's Contact: Dolores Stafford at dolores@dstaffordandassociates.com

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What's New at JourneyEd? *~JourneyEd*

Empower the Next Generation with In-Demand Skills

Equip your students with the industry-leading digital tools they need to create persuasive communications in every class. Adobe Creative Cloud enables students with cutting-edge designs for user experience, AR/VR, digital painting, video effects, and so much more using their own computers and devices.

Creative Cloud gives students the tools and skills to become active content creators who are prepared for success in the modern workforce.

Join Now to get the best Value Incentive Plan (VIP) student pricing that Adobe has to offer. Student License Pack is ideal for department-level purchases at just \$142 per student/year (100 license minimum). All Apps plans only. That's a significant savings of nearly 50% off individual student purchase plans. And for a limited time qualifying customers can purchase a subscription of Student License Pack for 12 months.

[Get a Quote](#)

Dell Leasing Solutions for Your School's Budget

When managing technology resources across their product life-cycle, leasing can provide an effective way to minimize risk and maintain costs. JourneyEd.com offers Dell leasing solutions that fit most school's budget and/or technology plan.

[Learn More](#)

AICUP's Contact: Jason Watson at jwatson@journeyed.com

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AICUP Bond Finance Update *~Stifel*

[Municipal Market Update - Week of 9/20/2021](#)

Stifel oversees the AICUP Debt Financial Advisory & Bond Program. Through this Program, AICUP members have managed all aspects of their debt portfolio. The program's highly experienced team includes the national Higher Education Practice Group of Stifel, Ballard Spahr and The Bank of New York Mellon Trust Company (as Trustee). The same individual team members employed by the program's participating firms have worked with the program since its inception in 1997, saving AICUP members both time and costs of issuance.

AICUP's Contact: Linda Eremita at eremital@stifel.com

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Energy Market Update for AICUP Members **~Constellation**

AICUP Energy Market Update - Members Only Webinar

October 5, 2021

10:00 am

[RSVP](#)

[Link to Join](#)

We invite you to join a Q&A Session with Constellation's Senior Business Development Manager, Blaire Miller and Bill Sticka, Director, Technical Sales/Market Strategy, as they discuss:

- A recap of Summer 2021 and what to expect for the winter season
- The latest changes in the energy market and impact on prices
- Sustainability trends and increases in the REC market
- A review of Market Watch, a free energy market tracking tool to keep you informed of pricing trends for your campus

The intended audience is for energy buyers of both electric and natural gas for AICUP member colleges. Attendees will get access to updates on factors affecting energy prices – including weather, gas storage and production, and economic conditions.

Please RSVP to [April Kreller](#). RSVP's appreciated but certainly not required.

Click [here](#) to join the meeting

Or call in 1 443-529-0267, 808264326#

AICUP's Contact: Blaire Miller at blaire.miller@constellation.com

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Why Should AICUP Members Consider Joining the PAICU MEP?

The breakout session from the Campus Leaders Forum begins with a brief overview on what is a MEP, the benefits of the MEP, potential costs savings, how it works, and the vendors involved.

The majority of the session involves a panel discussion of participating member schools including: Alvernia University, Lackawanna College, Peirce College and Salus University, The discussion involves the panel members discussing:

- Why they joined the MEP
- The status of the current PAICU MEP
- The implementation process
- Lessons learned so far
- How the MEP has worked at specific colleges
- The process to include a MEP at colleges, the potential to reduce fiduciary liability, and more.
- Time permitting, the attendees will be allowed to ask questions of the panel.

View the [video recording from the AICUP Campus Leaders Forum \(June 24, 2021\)](#)

AICUP's Contact: Michael Rhim at Michael.rhim@prmconsulting.com

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The MasterConcept Planning Process-Program Definition: Experiential Narrative

~Kimmel Bogrette Architecture + Site

This breakout session from the AICUP Campus Leaders Forum last June, the focused on PHASE III of the MasterConcept Planning process in the AMP program – “Program Definition”.

Brad King, Facilities Project Manager at Albright College, will discuss the new Student Success Commons & Library project.

This session will follow the format of the two previous sessions; Phase 1: The Mission and Phase 2: Constraints and Variables. In this Phase, we explore how we can take the Mission and Goals of the College or University developed in Phase 1 and, understanding the existing constraints and opportunities uncovered in Phase 2, develop a Program for the building and/or spaces with specific spatial, functional and aesthetic goals that meet their unique needs.

Check out the [recording](#) from the webinar on Phase I - The Mission, featuring the new School of Business at La Salle University (April 21, 2021).

View the [video recording](#) from the AICUP Campus Leaders Forum (June 10, 2021)

AICUP's Contact: Buck Collins at bcollins@kimmel-bogrette.com

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Utilizing a More Secure, Efficient & Profitable Way to Pay Vendors, Students & Employees

~Paymerang

Many institutions are adopting technology and automating to increase efficiency, reduce cyber and fraud risk and save costs. Has your company embraced electronic payment automation? Are you gaining all the benefits and avoiding the pitfalls of internal payments or fractional bank programs?

During this breakout session from the Campus Leaders Forum, learn from several peers, including Waynesburg U and Pittsburgh Technical College), on their before and after experience utilizing this AMP program.

Here is what to expect:

- How the program is a simple process change for AP
- Systems that are already integrated with pre-developed instructions and code
- Panel Discussion on their experience with decision criteria, onboarding, effectiveness, support and results
- Q&A for participants with the panel

- Other AP automation options available through Paymerang.

View the [video recording from the AICUP Campus Leaders Forum \(June 24, 2021\)](#)

AICUP's Contact: Brian Cook at bcook@paymerang.com

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Dynamic & Impactful Exposures Revealed: *Top 10 Risks in Higher Ed* ~RCM&D

Building upon the interest of RCM&D's annual *Top 10 Risks in Higher Education*, this breakout session from the AICUP Campus Leaders Forum summarized the risk landscape for higher education, how it impacts the insurance market, and what college and university administrators can do to mitigate the impact to their campuses and budget.

Topics included a review of factors contributing to *hard market conditions* such as abuse & molestation and impact of revival statutes, climate change and natural disasters, social inflation and litigation finance and the impact on the cost of claims, cyber breaches and what institutions can proactively do to mitigate the impact of a breach and qualify for coverage, and tips on ways to maximize your renewal despite the challenging conditions.

This information has been very well received by many audit and finance committees (in addition to our current day to day contacts), so the broad nature of this discussion is of interest to presidents, finance, HR, facilities, risk managers and other leaders on campus.

View the [video recording from the AICUP Campus Leaders Forum \(June 7, 2021\)](#)

AICUP's Contact: Clint Wevodau at cwevodau@rcmd.com

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NCFTA Cyber Security Collaborative

AICUP partners with the National Cyber-Forensics & Training Alliance (NCFTA) to create a collaborative to procure certain cyber-security services by hiring a dedicated analyst to support the review, creation and editing of policies in an effort to ensure continued improvement in becoming more resilient to threats as well as better prepared for third party assessments. NCFTA is a 501(c)3 not-for-profit corporation that facilitates collaboration between industries, academia and law enforcement to effectively identify and address complex cyber related threats.

Join Tim Wilson, CIO at Point Park University, and Tara Trickett, NCFTA and a discussion about how the collaborative was formed, how it operates and how it may assist your campus.

View the [video recording](#) from the AICUP Campus Leaders Forum (June 7, 2021)

AICUP's Contact: Tara Trickett at ttrickett@ncfta.net

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Income Share Agreements: A Key to Financial Aid Organization

~Vemo Education

Learn how ISA's can transform your financial aid packaging and optimize enrollment management. **Messiah University's** CFO, David Walker, shares how they have used ISAs on their campus, in this breakout session from the Campus Leaders Forum.

Vemo Education transforms the way schools attract students and measure outcomes. Colleges and workforce development organizations leverage Vemo to align tuition with student success. From reimaged financial aid packaging to data-driven enrollment management, Vemo partners with schools to advance clear strategic objectives: higher yield, improved retention, and accelerated completion. To date nine AICUP Members have partnered with Vemo education.

View the [video recording from the AICUP Campus Leaders Forum \(June 16, 2021\)](#)

AICUP's Contact: Andrea Currie at andrea.currie@vemo.com

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Apogee

Strategic Planning Insights - Aligning Tech Planning & Student Success

Technology investments can be a great ally in the drive for equity and access. As institutions emerge from the COVID crisis, they must seize the opportunity to shape the campus of the future while minimizing financial risk. Making strategic technology investments fosters innovation in blended learning and promotes greater accessibility to post-secondary education.

Ultimately, it will help universities compete better in a post-COVID world. In this breakout discussion from the Campus Leaders Forum, research data was explored from 491 pre-pandemic and 200 2021 institutional strategic plans, highlight opportunities for innovation and budget stability, and showcased how two Pennsylvania higher education institutions have successfully made strategic technology investments and are emerging from the pandemic stronger than before.

The session also concludes with a demo of the interactive report of the data so that attendees can benchmark their individual institution's strategic plan against the data.

While schools did a remarkable job pivoting online, this report underscores how important it is to align technology to pedagogical and student outcome initiatives to deliver exceptional blended learning experiences. In addition to the discussion, targeted info from the report will be shared - pulling content in relation to size, type, and location of institutions.

View the [video recording from the AICUP Campus Leaders Forum \(June 14, 2021\)](#)

AICUP's Contact: Joanne Egwuagu at jegwuagu@apogee.us

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Aspect Consulting

Virtual Reality to Simulate Labs in Higher Ed

Virtual Reality (VR), once known as a popular feature in the gaming industry, has massively developed and is expanding into so much more. VR has landed its way into the higher education space, and it is here to stay. Colleges and universities are investing in the use of Virtual Reality to simulate labs, allowing students to virtually perform dissections and surgical operations, experience explosions, and more. VR is an exciting, immersive, and interactive way to grasp and retain the attention of students. This trend will reshape the future of higher education programs.

VR labs provide scalability as all students can participate simultaneously, unlike traditional physical labs where only select students can participate. Virtual labs are easily accessible, and they are both cost and space-effective. Traditional physical labs are limited in size and equipment, and students are required to share equipment. While traditional physical lab training may mention the dangers that could occur in a laboratory, VR allows students to predict outcomes and experience unsafe events safely, all without compromising the quality of learning. With the use of VR, students also have the opportunity to use costly equipment or machinery that may not be available in a traditional physical lab.

VR is reshaping higher education programs globally by providing a platform for experiential learning in a new, entertaining, and innovative way. It offers an alternate way for students to learn challenging skills and reinforces previously learned information. VR is also useful as a student recruitment aid. It improves college rankings with the NBA and NAAC and also shows a higher level of industry knowledge. Colleges and universities incorporating VR labs, either to complement existing labs or stand-alone, are becoming the leaders in the latest technology.

AICUP's Contact: Chris Bressi at cbressi@aspect-consulting.com

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The Benecon Group

Shared Services Health Plan: The Winning Solution for Funding Employee Health Benefits

What if there was a solution that gave you more control of your health insurance spending and was seamless to implement and administer?

Check out this [video](#) to learn how Shared Services can become your budget-solving solution (recorded during a *Corporate Affiliate Corner* during the 2021 **AICUP Campus Leaders Forum**)

The Shared Services Health Plan Provides:

- Total Transparency - Know Where Every Dollar Is Spent
- Freedom to Select the Network & Administrator for your Benefits (or keep the same!)
- Complete Autonomy in Benefit Design for the Employees
- Limited Sharing of Risk Among Members (< 25%)
- Protection from Volatile Claims
- Annual Rate Caps
- Surplus Retention - Each member controls and retains 100%
- Proven Funding Model for 30+ Years

Please visit the [SSHP Interactive Resource Page](#) for additional benefits and details:

**To schedule a personalized webinar or learn more about the benefits of SSHP and how it is different than other consortium models, please contact marketing@benecon.com.*

AICUP's Contact: David P. Wuenschel at dwuenschel@benecon.com

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BKD CPAs & Advisors

COVID-19 Funds - Opportunities, Insights & Lessons Learned

A third round of COVID-19 stimulus funding came through The American Rescue Plan Act of 2021 (ARPA) which includes ARPA allocating an additional \$40 billion (available through September 30, 2023) to HEERF. This in addition to The Higher Education Emergency Relief Fund II (HEERF II) authorized by the Coronavirus Response and Relief Supplemental Appropriations Act, 2021 (CRRSAA), Public Law 116-260, signed into law on Dec. 27, 2020. And the \$30.75 billion expeditiously provided last spring

through the Coronavirus Aid, Recovery, and Economic Security (CARES) Act, Public Law 116-136.

This breakout session tackled critical lessons learned from CARES Act funding, and HEERF I to more effectively use HEERF II and HEERF III. It also examined best practices as it relates to strategically utilizing the funds and preparing for compliance requirements and management.

Upon watching this breakout session, viewers will:

- Discuss how to advantageously use HEERF II and III
- Examine how we can leverage what we learned from the CARES Act/HEERF I to the new rounds of funding
- Identify the interrelationships between grant requirements for COVID-19 or other grant funding
- Explain how to build compliant internal controls for grant funding and how they differ from financial statement controls

View the [video recording from the AICUP Campus Leaders Forum \(June 10, 2021\)](#)

AICUP's Contact: Jeff Deane at jdeane@bkd.com

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Barley Snyder

Employee Issues in Higher Ed

This session discusses the the concerns surrounding graduate student organizing and review the issues that higher education institutions will face under the new leadership relating to changes in the NLRB board of directors and general counsel, significant developments in the board and in the courts, and what passage of the PRO Act might mean for employers.

View the [video recording from the AICUP Campus Leaders Forum \(June 10, 2021\)](#)

AICUP's Contact: David J. Freedman at dfreedman@barley.com

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C&W Facility Services

When Ignorance Is Not Bliss

Deferred maintenance and capital renewal have always been a critical area for both executives and those in the field. Ali Mohammed, Senior Director of Reliability Engineering, explores this topic in a new white paper to identify and review some of the most common causes of infrastructure and equipment capital deferral and the mitigation strategies to streamline recapitalization needs.

[Read More](#)

AICUP's Contact: Frank Hollister at frank.hollister@cwservices.com

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Klehr Harrison Harvey Branzburg, LLP

Avoiding Personal Liability for Higher Ed Officers in the Post-COVID World: Fiduciary Duty Compliance in Times of Financial Distress

Higher education is at a crossroads. From declining enrollment and corresponding revenues to increasing costs and student drop-out rates, the headlines paint a bleak picture for higher education at least for the foreseeable future. Add the COVID-19 pandemic to the mix and higher education institutions now face the perfect storm for financial losses when the COVID dust settles. How institutions' governing boards and officers respond to these challenges can affect not only the sustainability of the institutions themselves but also can potentially expose institutions' officers (and directors) to significant personal liability if things go south. Therefore, it is critical that during this time of financial distress and transformation, officers (and governing boards) remain mindful of their fiduciary duties to ensure sustainability, and avoid deepening the insolvency, of their institutions.

Officers of higher education institutions owe fiduciary duties to the institutions they serve—i.e., duties of loyalty, prudence and good faith—to act in the best interest of the institution. This includes a duty to keep the institution's operations sustainable and to adhere to the institution's mission. While officers' fiduciary duties extend to the institution itself, these duties can extend to creditors (companies to which the institutions owe money) if the institution becomes "insolvent." If officers cause an

institution's insolvency to deepen to the point that creditors cannot be paid, officers may become personally liable for those debts, in certain circumstances.

This breakout from the Campus Leaders Forum discusses:

- strategies to avoid personal liability for breaches of fiduciary duty;
- corresponding legal requirements and considerations for fiduciary duty compliance;
- implications of financial exigency, including pros and cons associated with declaring exigency, and avoiding exigency via mergers, joint ventures and other combination arrangements, and
- recent trends that higher education institutions are employing to become or to maintain financial sustainability, and their implications.

View the [video recording from the AICUP Campus Leaders Forum \(June 24, 2021\)](#)

AICUP's Contact: Lisa Lori, Esq. at llori@klehr.com

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Pharos Resources

Investing in Student Success - A Case Study in Building Campus Partnerships

The pandemic uncovered some specific problems in our institutions of higher education. In the last year, students' experience across academics, student development, and student support has been especially disconnected and disjointed but let's be honest- those siloes have always existed on our campuses.

This breakout session talks about the process Brian Carr, from Waynesburg University, walked through for the last several years to build and expand campus partnerships in order to improve student support and success. A discussion takes place of the challenges that come when trying to navigate the sharing of information, concerns, and workflow across very different offices. Speakers detail best practices, strategies and techniques to find those lynchpin offices to create a cohesive, holistic approach to retention and student experience.

Data gathered from over 6-years of student success work at Waynesburg will be shared illustrating the improvement in engagement and support of students- as well as the impact of the increased intervention.

View the [video recording from the AICUP Campus Leaders Forum](#)
(June 22, 2021)

AICUP's Contact: Loree Houghton at loree.houghton@pharosresources.com

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RLPS Architects/RLPS Interiors

The New Senior on Campus: What to Consider When Investigating a Partnership w/ a Community Provider

As the Baby Boomer Generation continues to retire at staggering rates, they become prospects for the expanding market of retirement living. By 2050, it is estimated that over a fifth of the United States' population will be 65 or older. Given most of our colleges and universities have missions and visions that include community focus, this is a population that deserves some attention. Many older adults (55+) are looking for a different retirement experience than their parents. They want an active, intellectually stimulating retirement experience in an intergenerational environment. Institutions can benefit from having them as continuing education students, guest lecturers, advisors on research and projects, student mentors, and volunteers – there are endless opportunities for synergies.

From an institution's perspective, an ideal UBRC (University Based Retirement Community) partnership can be advantageous to bring a steady form of alternative revenue while supporting initiatives on campus such as research, academic program assistance and community outreach. There are many business and operational models (Based vs. Affiliated vs. Partnered) and delivery methods for relationship building between institutions and senior living communities.

In this breakout session from the Campus Leaders Forum, panelists provided information on what an institution can anticipate throughout the process of discussing a potential partnership with a senior living provider including: land considerations, housing models, expectations of shared resources and educational opportunities. The panelists engaged audience members using virtual Poll Everywhere software and by asking for questions leading to lively discussion.

The panel consists of professionals who have served the senior living market in Pennsylvania throughout their careers, including:

- **Evon Bergey, VP of Community Initiatives for Landis Communities**, a multi-site Central-PA senior living sponsor who is currently focused on providing satellite campus experiences for their senior clients;

- **Craig Kimmel, Senior Partner and Architect** who has experience in higher education design in Pennsylvania as well as senior living design across the country; and
- **Beverly Asper, Director at Baker Tilly US LLP** who provides market intelligence analysis to inform strategic planning of consumer driven senior housing options.

View the [video recording from the AICUP Campus Leaders Forum \(June 16, 2021\)](#)

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Sallie Mae

Financial Aid Awareness: A Campus-wide Initiative to Support Student Success

This interactive session from the Campus Leaders Forum, learn from AICUP member panelists how college campuses can enhance student experiences through internal partnerships and awareness. In an increasingly competitive environment where higher education institutions work to engage families and students to help grow enrollment within a shrinking high school demographic, staff from **Susquehanna University**, **Eastern University** and Sallie Mae share insight on how financial awareness across campuses ultimately support student success, retention, and graduation goals. This conversation was geared to help inform how cross-departmental partnerships and awareness can provide ways to continuously improve students' journey and keep them engaged.

View the [video recording from the AICUP Campus Leaders Forum \(June 16, 2021\)](#)

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