



TREASURY SYMPOSIUM

Presented by The Treasury Institute for Higher Education

2023

*Invited speakers and sessions subject to change
Speaker biographies are hyperlinked to their names*

Sunday, January 8, 2023

4:30 – 6:30 PM Registration

5:00 – 6:30 PM Welcome Reception

Monday, January 9, 2023

7:00 AM – 5:00 PM Registration

7:00 – 8:00 AM Breakfast

General Sessions

8:30 – 9:00 AM Welcome and Opening Remarks

9:00 – 10:00 AM Inclusive Growth is Sustainable Growth

[Dr. Valerie Montgomery Rice](#), President and Chief Executive Officer, Morehouse School of Medicine; [Dr. Damon Williams](#), Chief Catalyst, Center for Strategic Diversity Leadership and Social Innovation; and [Amal Alibair](#), Managing Director, Head of the Institutional Clients Solutions Business, Goldman Sachs

Over the past decade, global higher education institutions have been grappling with the challenge of incorporating inclusive growth into their strategic visions. For those who have moved early to prioritize inclusivity into investment and growth initiatives for their respective institutions, an increasingly positive correlation has emerged between strategic inclusivity and strategic sustainability. In fact, a number of global institutions now recognize that growth that is not inclusive is not ultimately sustainable in the long-term. As issues of racial, socioeconomic, and geographic diversity and disparities become primary factors in the trends impacting the higher education community, it becomes clearer that the time to consider incorporating inclusive growth initiatives at the forefront of institutional policy has arrived. In this panel, we will hear from Amal Alibair, Managing Director at Goldman Sachs and key leader of Goldman Sachs' One Million Black Women Initiative, Dr. Valerie Montgomery Rice, President and Chief Executive Officer, at the Morehouse School of Medicine, and Dr. Damon Williams, Chief Catalyst of the Center for Strategic Diversity and Social Innovation, on prioritizing inclusivity in their strategic initiatives and the tangible Return on Investment of inclusion at their respective institutions.

10:00 – 10:30 AM Morning Refreshment Break

(Monday continued)

Concurrent Sessions

10:30 – 11:30 AM Strategies for Growth and Innovation: How Partnerships, Affiliations and Acquisitions Support Expansion in Higher Education

Christopher A. Ruhl, Chief Financial Officer and Treasurer, Purdue University; **Janine Wilcox**, Senior Associate Vice President, University Treasurer, New York University; **Megan DeGrass**, Vice President, Goldman Sachs

This panel will explore strategic partnerships to drive programmatic or geographic expansion, alternative delivery models, real estate opportunities, and economies of scale. Purdue University will discuss various acquisitions and partnerships including its Kaplan/Purdue University Global transaction, its agreements with Duke Energy, and its plans for an adjacent neighborhood hospital. New York University will discuss its expansion strategy in neighboring Brooklyn.

10:30 – 11:30 AM Navigating Receivables in a Decentralized Environment

Amena Harris, Associate Director of Receivables and PCI Compliance, University of Pennsylvania; **Heather Seitz**, CTP, Director, Cash Management and Treasury Operations, University of Pennsylvania; and **Christie McCloskey**, Senior Vice President Public Finance Treasury Management National Higher Education Practice Leader, PNC Bank

Are you feeling overwhelmed with navigating through the chaos related to how your Treasury Office can more effectively manage the payment collections process? With so many diverse payment activities across campus, do you find yourself in need of providing your various departments and “lines of business” with better tools and resources to manage their business more efficiently? Please join us for a session where you can hear how the panelists built the case to leadership that the collections landscape has changed across the campus requiring a heightened need to offer better tools for efficiency, security, and compliance.

11:30 AM – 12:45 PM Networking Lunch

12:45 – 1:45 PM Economic Update

John Dolan, CTP, Associate Vice President and Treasurer, Carnegie Mellon University; **Matthew Schoeppner**, Senior Economist, U.S. Bank; and **Michael Strauss**, Managing Director, Bank of America and Chief Economist/Treasury Institute for Higher Education

A review of recent economic developments as well as an update on interest rates, geopolitics, the outlook for fiscal and monetary policy, and the impact on financial markets.

1:45 – 2:15 PM Afternoon Refreshment Break

Concurrent Sessions

2:15 – 3:15 PM Real Estate and Venture Capital-Fueled Innovation for the Future Campus

Gina Jacobs, Associate Vice President, Mission Valley Development, San Diego State University; **Kathy King-Griswold**, CTP, Associate Treasurer and Director of Treasury Operations & Compliance, University of Rochester; and **John Augustine**, Managing Director, Barclays

There have been two major waves of college and university campus construction in recent history: the first beginning in the 1950s and the second in the early 2000s. It is expected that buildings from both eras will require substantial reinvestment to accommodate future students and faculty. This session explores the campus of the future, with engineered spaces fueled by private capital that are designed to foster collaboration, innovation, and community.

(Monday continued)

2:15 – 3:15 PM Payments Security and Compliance: A University-wide Responsibility

Jim Pierce, CPA, Senior Director - Bursar & Treasury Services, Georgia Institute of Technology; **Kristy Pritchett**, CIA, CFSA, CBA, Director, Student Account Services, The University of Alabama; and **John McElroy**, Senior Manager Project Strategy, TouchNet

The digitization of payments brought speed and ease to processing but bad actors continually find new and clever ways to launder, hack, and phish payments and user data. This has led to increased security measures and compliance standards by governments and the payment cards industry (PCI). This session will cover how to understand PCI standards, their scope and evolution, and your university's role in securing payments and demonstrating compliance. Security and compliance is more than filling out paperwork, it's a coordinated effort across a campus and its complex affairs. Learn how your university can

not merely implement the standards at a bare minimum but instead use them as a framework for employing higher safeguards and better processes across the university's administration and operation.

3:15 – 3:30 PM Meeting Room Transition

Concurrent Sessions

3:30 – 5:00 PM Evolution of Endowment Administration Practices in a Volatile Environment

R. Scott Frew, Chief Financial Officer, Dartmouth College; **Allen Hah**, Assistant Vice Chancellor for Finance, The University of Texas System; and **Whitney Henry**, Director, Huron Consulting Group

Endowments provide critical operating, capital, and administrative support for many colleges and universities. This session will explore Treasury's role in aligning endowment management with the institution's strategic priorities short and long-term capital and operational planning, distribution policy review and compliance.

3:30 – 5:00 PM Cashless Campus - Is It Desirable and Truly Achievable

Maria Brown, Director, University Cashier's Office, North Carolina State University; **Wendy Mott**, Cash Manager, University of Notre Dame; and **Charles Colliton**, CTP, Director, Bank of America

Eliminating cash from daily campus operations has long been a goal of finance and treasurer's offices. In today's world, students rarely carry cash, and emerging digital technology adds security and convenience to both business and personal payments. The true Cashless Campus appears closer than ever. This session will examine both the challenges and opportunities in the evolution of cashless payments in every aspect of campus life.

5:00 – 6:30 PM Networking Reception

Tuesday, January 10, 2023

7:00 AM – 5:30 PM Registration

7:00 – 8:00 AM Breakfast

General Sessions

8:15 – 8:30 AM Opening Remarks

(Tuesday continued)

8:30 – 9:45 AM The Headwinds are Here - Operating in an Inflationary Environment

[Eric Bymaster](#), Associate Vice Chancellor for Finance and Treasurer, Vanderbilt University; [Jake Wozniak](#), CTP, FPAC, Vice President of Financial Services & Innovation and Treasurer, The Ohio State University; and [James Costello](#), Managing Director, J.P. Morgan

As the era of historically low interest rates fades and inflation hits record levels, the resulting challenges on the higher education business model are real and significant. This panel will explore higher education's potential areas of exposure in this environment, including rising costs of wages, building materials, and suppliers. Additionally, perspectives on developing strategies for capital planning, tuition pricing, the debt portfolio and other key categories will be addressed. Finally, the panel will develop an understanding of messaging and mitigating the impact of these inflationary effects to various university stakeholders, including the Board, academic units, and students

9:45 – 10:45 AM Benchmarking to Support Planning

[R. Scott Frew](#), Chief Financial Officer, Dartmouth College; [Allen Hah](#), Assistant Vice Chancellor for Finance, The University of Texas System; and [Joe Beare](#), Partner, The Yuba Group LLC

In this session the panel will discuss how benchmarking can be used to guide institutional strategic decision making and manage allocation of resources. The discussion will include a review of the types and sources of data used, how information is shared and presented, and takeaways and outcomes from internal discussions. The panel will share examples of presentations with a focus on creating analyses outside of traditional credit metrics and medians.

10:45 – 11:15 AM Morning Refreshment Break

Concurrent Sessions

11:15 AM – 12:15 PM Managing Through a Cyber/Ransomware Attack

[Louis J. Mayer](#), EdD, CPA, Chief Financial Officer, Vice President for Finance and Treasurer, Stevens Institute of Technology; [Sandra Taylor](#), Senior Director of Security Strategy & Governance, Governance and Risk Management, University of Southern California; and [Adam Bulava](#), Executive Director, Cybersecurity Operations, J.P. Morgan

This session will address current cyber and ransomware attack trends in higher education, and in general. Participants will learn how to uncover potential vulnerabilities within their own institution, investments that can be made to enhance data security, and how to respond in the event of an actual cyber or ransomware attack.

11:15 AM – 12:15 PM Internal Bank - A Strategic Approach in Treasury and Capital in Changing Times

[Gene Crouch](#), Assistant Vice President and Treasurer, George Mason University; [Heather Hesano](#), CTP, Director of Treasury, Oregon State University; and [Steven Hass](#), Managing Director, PFM

Internal banks come in various sizes and complexity depending on the objectives of the institution. Some are mainly focused on debt management while others take a more comprehensive view of debt and liquidity management. In all cases, however, internal banks involve the central management of financial resources between external and internal sources to optimize financing and risk management decisions across the institution. In this session, we plan to discuss how several institutions are managing their internal banks to achieve strategic and financial objectives. We'll explore how the current market environment is impacting decisions around capital planning, internal lending rates, investment decisions, and more. Gene Crouch from George Mason University will provide his perspective managing a large internal bank at the University of Virginia to the early-stage consideration of an internal bank at George Mason University. Heather Hesano from Oregon State University will share her experience on how the University's internal bank evolved over time.

12:15 – 1:30 PM Networking Lunch

(Tuesday continued)

General Session

1:30 – 2:30 PM CFO TED-style Talks

Dr. Tashni-Ann Dubroy, Executive Vice President and Chief Operating Officer, Howard University and **Christopher A. Ruhl**, Chief Financial Officer and Treasurer, Purdue University; and moderated by **Denise Laussade**, CTP, Treasurer, Virginia Commonwealth University

CFOs offer a candid peak into the minds of senior financial leaders in higher education. What are the issues and challenges they are facing? What are the strategies that have led to their success? What keeps them up at night?

2:30 – 3:00 PM Afternoon Refreshment Break

Concurrent Sessions

3:00 – 4:00 PM Whose ESG?

Ritu Kalra, Assistant Vice President for Finance, Harvard University; **Seema Keni Murali**, Vice President, Investment Grade Credit Research, PIMCO Municipals Division; and **Roger Goodman**, Partner, The Yuba Group LLC

With an increase in Environmental, Social and Governance (“ESG”) scores and evaluations on ESG topics, the treasury office can face a confusing mix of priorities and goals. Some evaluations, such as by the credit rating agencies, focus on risk management while others focus on the quality of an institutions’ actions in various areas and its impact on ESG priorities. ESG topics are increasingly hot-button political issues, attracting national headlines in some cases and cut across all areas of treasury, including borrowing, working capital management, internal and external reporting and procurement. This panel will bring together a university, an institutional investor, and a financial advisor and former rating agency leader to try to make sense of the various types of ESG scores and evaluations and various audiences for ESG data, provide insight on how investors are utilizing ESG criteria in investment decisions, review rating agency ESG criteria and consider ways in which a treasury office can become an important participant in a university’s approach and response to various stakeholder priorities.

3:00 – 4:00 PM Operationalizing Liquidity Management and Tools in an Uncertain Economy

Dennis Kelly, CFA, CTP, Director of Banking and Cash Management, University of Southern California; **Patricia Reid**, CTP, Associate Treasurer, Columbia University; and **Bob Stark**, Global Head of Market Strategy, Kyriba

With interest rates dramatically rising, higher education Treasury teams are seeking greater operational efficiencies to optimize how cash and liquidity are tracked and managed. In this session, treasury leaders from the University of Southern California and Columbia University will discuss examples of how they have transformed their treasury operations and banking, modernized payments processes, improved cash forecasting, and leveraged technology to uncover cash and working capital management efficiencies that help them enhance liquidity within their organizations.

4:00 – 4:15 PM Meeting Room Transition

General Session

4:15 – 5:30 PM Idea Exchange

Denise Laussade, CTP, Treasurer, Virginia Commonwealth University

This practitioner-only session is an annual favorite which provides an open forum to discuss issues and questions. Participants are encouraged to submit questions in advance via the link located in the Guidebook Main Menu. Questions may also be posed during the session.

Wednesday, January 11, 2023

7:00 AM – 11:30 AM Registration

7:00 – 8:00 AM Breakfast

General Session

8:30 – 9:30 AM Government Update

Terry W. Hartle, *Senior Vice President, Government Relations and Public Affairs, American Council on Education*

This session will provide an overview of policy impacting higher education at a national level. Attendees will gain insight into the potential impacts from the November elections and the issues that the new congress is likely to focus on in the coming year.

9:30 – 9:45 AM Morning Refreshment Break

9:45 – 11:00 AM Athletics Finance: Managing Athletics in Turbulent Times

Mitch E. Moser, *MSA, Deputy Director of Athletics for Resource Development and Management and Chief Financial Officer, Duke University*; **Ryan Varley**, *Senior Associate Athletic Director and CFO, University of Pittsburgh*; and **Tim Walsh**, *Managing Director, Huron Consulting Group*

The field of intercollegiate athletics has evolved dramatically in recent years, from pandemic-related impacts to decisions from the courts allowing student-athletes to benefit financially from their Name, Image, and Likeness (NIL) to questions of governance and anti-trust, and most recently conference realignment. This session will explore how institutions are responding to operational and financial challenges associated with these many changes and providing the resources necessary to support the competitiveness of their programs in this dynamic environment.

11:00 AM Symposium Concludes