

# Treasury Symposium 2020 Agenda

## Sunday, January 26, 2020

12:00 – 6:00 PM Registration

### Concurrent Sessions

**2:00 – 3:00 PM You Can't Manage What You Don't Measure: Using Data Analytics and Disruptive Technology to Build Better Business Processes**

*Tashni-Ann Dubroy, Ph.D.*, Executive Vice President and Chief Operating Officer, Howard University; *Jason Knoch*, Assistant Vice President, Financial Services, Princeton University; and *James F. Lock III, CTP*, CISC/P, Managing Director, J.P. Morgan Chase Bank, N.A.

Effective data analytics can help increase operational efficiency and move the treasury function forward. Examine how institutions are collecting and analyzing data, then using the results to drive progress towards strategic goals. Case studies will discuss how to manage the process of implementing new technology, including tips to help avoid roadblocks or obstacles that may come up along the way.

**2:00 – 3:00 PM Playing Both Sides: The Short-Term Market as Investor and Issuer**

*John Dolan, CTP*, Associate Vice President and Treasurer, Carnegie Mellon University; *Peter Yi, CFA*, Senior Vice President - Director Fixed Income, The Northern Trust Company; and *Linda Fan*, Managing Partner, The Yuba Group, LLC

Short-term fixed income markets have faced a number of changes in recent years that have impacted buy-side portfolio managers and university treasurers that act as both investors as well as borrowers using short-term debt products. Topics and takeaways: The impact of money market reform on the appetite for variable rate debt, cyclical factors that influence portfolio managers, availability of investment options, directional views on rates and portfolio positioning, strategies of fund managers that may be applicable to short-term fund management at universities, and changes in credit evaluation of short-term debt including self-liquidity debt.

**3:00 – 3:30 PM Afternoon Refreshment Break**

**3:30 – 5:00 PM Mergers & Acquisitions: Innovative Tax-Exempt Financing of Intangible Assets – Lessons Learned from Two Case Studies**

*Cory Nomura, MBA*, Senior Vice President, Finance and Administration, University of Redlands; *Doug H. Brown*, Managing Director, Wells Fargo Securities; and *Dennis Gephardt*, Vice President/Senior Credit Officer, Moody's Investors Service

As the industry experiences disruption, mergers and acquisition activity among higher education institutions has increased and is expected to continue. The panel will examine two very different case studies. The National University System in San Diego acquired Northcentral University, a for-profit (and

profitable) online graduate university for approximately \$170 million. Embedded within the tax-exempt structure was an allowance for the financing of intangible assets including goodwill, curriculum and technology. For very different reasons, the University of Redlands acquired the San Francisco Theological Seminary. Redlands' transaction was a combination of two nonprofits and no money changed hands. The panel will discuss "lessons learned" and the advantages and pitfalls of pursuing such strategic combinations.

**3:30 – 5:00 PM Cybersecurity: The Future is Now – How to Prepare for the Best and Worst**

**Ruth Harpool**, AAP, APRP, CTP, *Managing Director Treasury Operations, Indiana University*; **Joel Rosenblatt**, *Director, Computer and Network Security, Columbia University*; and **David Morris**, CISSP, CCSP, *Cyber Exercise Program Manager, U.S. Bank*

Technologies such as artificial intelligence, blockchain, Internet of Things (IoT) devices, and peer-2-peer payment solutions have the potential to revolutionize our lives and how we do business in the future as more of the global economy becomes digitized. While this new technology has improved productivity, processes management, data analytic capabilities, etc., it has also further expanded risks from data breaches, ransomware, business disruption, reputational damage, fraud and other criminal activity. This session will address how colleges and universities can cope with the cybersecurity challenges of the future through a discussion that identifies the existing landscape, where we are headed, current risks and proven risk management strategies.

**5:00 – 6:30 PM Welcome Reception**

## Monday, January 27, 2020

**7:00 AM – 5:00 PM Registration**

**7:00 – 8:00 AM Breakfast**

**General Sessions**

**8:00 – 8:45 AM Welcome and Opening Remarks**

**8:45 – 9:45 AM Economic Update**

**John Dolan**, CTP, *Associate Vice President and Treasurer, Carnegie Mellon University*; **Michael Strauss**, *Economic Advisor, The Treasury Institute for Higher Education*; and **Robert Rosener**, *Vice President, Morgan Stanley*

An update on interest rates, geopolitics, trade wars and the impact on financial markets.

**9:45 – 10:15 AM Morning Refreshment Break**

## Concurrent Sessions

### **10:15 – 11:15 AM Breaking Down Liquidity – Strategy, Tactics, Process, and Risks**

**MaryFrances McCourt**, Vice President Finance and Treasurer, University of Pennsylvania; **David J. Provost**, Executive Vice President for Finance and Administration and Treasurer, Middlebury College; and **Sally Bednar**, Managing Director, Wells Fargo Securities

How practitioners define their liquidity often differs from how it is viewed externally. We know there is no right or wrong answer on how liquidity is defined and the objectives it is meant to address. It is quite likely that liquidity, in all of its various forms, is a constant topic of emphasis at your institutions. Join us as we frame the conversation around the experience of one large, R1 institution and one small, liberal arts college. Our goal is to provide practical guidance that all institutions can take back to their campuses. But we want to hear from you too and will endeavor to make our time together a robust exchange of ideas. We will discuss the strategy and tactics institutions deploy to define and manage liquidity for all constituents. We will also spend time talking about process including the good and not-so-good. Finally, we'll probe the various risks, operational challenges, and the role technology plays in managing liquidity.

### **10:15 – 11:15 AM Embracing Treasury Innovation Across Higher Education**

**Adam J. Day**, CTP, Associate Treasurer, Rutgers, The State University of New Jersey; **Timothy T. Hesler**, CTP, Assistant Treasurer, Global Banking, Cash Management and Treasury Operations, New York University; and **Edward J. Achtner**, Head of Digital Banking and Strategic Change, HSBC Bank

As CFOs and Treasurers, you are constantly pressed to deliver more with less. This includes embracing changing environments, which include both risk and technology factors, and deliver value for your organizations. How do Treasuries in Higher Education handle these substantial demands, and what innovations / efficiencies are being adopted? NYU and Rutgers are facing these challenges and we will discuss with the institutions tactics they are using to keep pace. This session will provide insight into the expected commercial applications of applied innovation from advances in APIs, Distributed Ledger Technology, Process Re-engineering / Robotics, and partnerships emerging across the digital landscape.

### **11:15 – 11:30 AM Meeting Room Transition**

## General Sessions

### **11:30 AM – 12:30 PM Artificial Intelligence for the Intellectually Curious**

**Angelo Calvello**, Co-Founder, Rosetta Analytics, Inc.

This session will provide a definitional framework for professionals to consider as future technologies emerge. Questions to be answered include: what is artificial intelligence? How does it differ from machine learning? Is Deep Learning the same as machine learning? What is reinforcement learning? In addition to a survey of these topics, Mr. Calvello will offer some real-world examples of these application technologies and will explain how they are being used in various disciplines (investing) and how they could be used to transform higher education and other fields. The session will provide an entertaining and enjoyable approach to a topic that is unfamiliar to many but will become an ever-increasing part of our future.

### **12:30 – 1:45 PM Networking Lunch**

### **1:45 – 2:45 PM TED-Style Talk**

**Jennifer W. Davis**, Executive Vice President and Chief Operating Officer, University of Virginia **and James S. Matteo**, CTP, CMA, Vice President for Finance and Treasurer, Princeton University

The TED-style talk will address how two institutions, the CFO of Princeton, a private university, and a COO of University of Virginia, a public university, manage the ever-changing higher education environment. They will discuss their strategy for future proofing, what they are focusing on and how they are preparing now as they navigate into the future for both treasury and higher education.

### **2:45 – 3:00 PM Afternoon Refreshment Break**

#### **Concurrent Sessions**

### **3:00 – 4:00 PM Alternative Approaches to Variable Rate Products**

**Jake Wozniak**, CTP, FP&A, Treasurer and Vice President of Financial Services and Innovation, The Ohio State University; **John H. Augustine**, Managing Director, Barclays Capital, Inc.; and **Rommel Medina**, Director, Barclays Capital, Inc.

Colleges and universities access the short-term markets primarily by issuing Variable Rate Demand Bonds (VRDBs) and Floating Rate Notes (FRNs). While both of these products typically provide a lower cost of capital vs. fixed-rate products, the ongoing cost and management of liquidity to support these products often make them less attractive at moments when the fixed-rate markets are attractive. This session will focus on how colleges and universities have utilized alternative strategies to access short-term markets to minimize their institution's cost of capital while reducing administrative / compliance burdens, addressing liquidity concerns, and maintaining portfolio flexibility.

### **3:00 – 4:00 PM The Journey to Payment Automation**

**Bill Elder**, CPA, CGMA, Executive Director of Cashiering and Treasury Services, Liberty University; **Sharon Loosman**, Director, Procurement and Business Services, North Carolina State University; **John McHugh**, CPM, Director Procurement and Supplier Diversity Services, University of Virginia; and **Tricia Lefkof**, CTP, Senior Vice President, PNC Bank, N.A.

The advent of innovative electronic payment technologies is fueling the re-evaluation of business processes and strategies. This panel session will examine the drivers of payment transformation projects and the operational steps to implementing new payment automation in support of a comprehensive payment strategy. The landscape of payment options is rapidly changing. Panel members will share their challenges and successes across the spectrum of student, staff and supplier payment options. They will and discuss their specific payment strategies and explain the drivers, strategy, operational objectives and benefits.

### **4:00 – 4:15 PM Meeting Room Transition**

#### **General Session**

### **4:15 – 5:15 PM Leveraging Debt Strategy to Manage Risk**

**Donald Lukes**, University Treasurer, Indiana University; **MaryFrances McCourt**, Vice President Finance and Treasurer, University of Pennsylvania; **Christopher Cowan**, Managing Director, BofA Securities; and **Marc Savaria**, Vice President, Eaton Vance Management

Given the historically low interest rate environment, the opportunity to utilize debt strategies to reduce risks for institutions has never been greater. Each strategy comes with its own set of trade-offs, however. The panelists will discuss such topics as variable vs. fixed rate debt, tax-exempt vs. taxable debt, long-dated structures, debt-financing vs. pay-go structures, derivatives, liquidity, and investment strategies. We will explore these topics both from an issuer and investor standpoint.

5:30 – 7:00 PM Networking Reception

## Tuesday, January 28, 2020

7:00 AM – 5:00 PM Registration

7:00 – 8:00 AM Breakfast

### General Sessions

8:00 – 8:15 AM Opening Remarks

8:15 – 9:15 AM Government Update

*Matthew W. Hamill, Senior Vice President, Strategy and Solutions, NACUBO*

The 2020 election campaigns are well underway, and policy and politics are never more intertwined. Our speaker will share observations and update attendees on the political landscape, policy proposals being offered on the campaign trail, and what higher education might expect from Washington in 2020 and beyond.

9:15 – 9:45 AM Morning Refreshment Break

9:45 – 10:45 AM Fintech, DLT, AI and the Impact on Payments Strategy

*Christopher Mager, CTP, Managing Director, Digital Office, BNY Mellon Treasury Services*

The payments landscape is in the midst of a wave of innovation like never seen before. This transformation is driven by a number of factors, including globalization, societal changes, new economic and business models, and emerging technologies among others. The convergence of these factors is challenging established players to adapt and evolve and given rise to new digital-native companies that have the potential to compete or collaborate in this race to provide better payment solutions and user experience. DLT (aka “blockchain”) and Artificial Intelligence (AI) are two of the most exciting new technologies being explored by payment providers, new and old, to fuel transformative change in payments. This session will explore these drivers of change, emerging technologies, and the evolving interactions between fintechs, banks and other payment ecosystem participants.

10:45 – 11:00 AM Meeting Room Transition

### Concurrent Sessions

11:00 AM – 12:00 PM The Road Not Taken: When a P3 Does Not Make Sense

*Christopher W. Malins, CPA, Associate Vice President Finance and University Treasurer, University of Washington; Elizabeth Shelton, CTP, Assistant Vice President for Investments and Treasury Operations, Stevens Institute of Technology; and Roger Goodman, Partner, The Yuba Group, LLC*

While most of the discussion about public-private partnerships (“P3s”) at conferences and in the media is about how and why institutions pursued a P3, the large number of organizations that have elected to NOT pursue a P3 typically receive little attention. This session will explore the reasons institutions decide against P3 structures, including how they evaluated various partnership structures, how internal communications and discussions had to be managed and why electing not to proceed with P3 was the right decision for their organization. Stevens Institute of Technology and the University of Washington have thoroughly evaluated various partnership structures and will share their stories.

### **11:00 AM – 12:00 PM Digital Wallets and Beyond: Seamless Methods for Student <--> College Payments**

**Sharon Loosman**, Director, Procurement and Business Services, North Carolina State University; **Robert W. Robinson**, Payment Center Manager, DePaul University; and **Anthony Amodeo**, Vice President, Bank of America

Digital technology is rapidly opening up new possibilities in the payments arena. Student populations, ever the quickest adapters, are coming to expect the fastest, most convenient payment and receipt methods. Is your college or university keeping up? Learn the most up-to-date advancements in digital payments; hear from pioneering higher education institutions as they’ve adapted new methods and see what’s still on the horizon for the cashless university.

### **12:00 – 1:15 PM Networking Lunch**

#### **General Session**

### **1:15 – 2:15 PM Place-Making and the University: The Rise of Innovation Campuses**

**Craig R. McCurley**, Director of Treasury, Harvard University; **Brian E. Edelman**, President, Purdue Research Foundation; and **Ritu Kalra**, Managing Director and Head of PSI Higher Education Finance, Goldman Sachs & Co. LLC

The Rise of Innovation Campuses University-sponsored innovation campuses have taken seed across the country. Some have grown into giant oaks, or Redwoods in the case of Stanford, while others have had to regraft themselves to accommodate changing needs and demographics, while others are still being planted. What they have in common is a live-learn-work ethos in which technology meets innovation meets networking meets venture capital meets across disciplines meets transformation, all rooted in a walkable, bikeable, vibrant place. They are social, technological and economic ecosystems, carefully designed. That design matters. Some have an eye toward a particular area of focus - biomedicine, for example, or clean technology. Others are more open-ended or cross-disciplinary in their approach. The physical and social infrastructure required to support them varies, including the types of buildings, number and kinds of shared lab space, types of programming that encourages connectivity and collaboration, and mix of start-up vs. established companies as tenants. Hear from leaders across innovation campuses, both young and old, discuss the promises and the challenges.

### **2:15 – 2:45 PM Afternoon Refreshment Break**

## Concurrent Sessions

### **2:45 – 3:45 PM Faculty Housing – Asset or Liability**

*Jennifer Ealy, Director Housing Real Estate Services, Princeton University; Annette Sommer, Senior Associate Treasurer, University of Washington; Janine Wilcox, Treasurer, New York University; and Diana L. Hoadley, Vice President, Goldman Sachs & Co. LLC*

As colleges and universities drive economic growth in their local communities, housing demand has often overwhelmed limited supply and increased costs, sometimes dramatically. While urban Universities are part of larger housing markets that can absorb growth, broader changes in the economy, including where people want to work and live, have increased housing costs in dynamic urban markets. In both cases, the lack of affordable housing can undermine the ability of colleges and universities to recruit and retain the best faculty and staff and foster a sense of community. As colleges and universities continue to grow in size and serve as an engine for their local economies, they should be aware that success may create challenges as it relates to faculty housing. While there is no one size fits all solution, colleges and universities should take a strategic approach to ensuring that faculty housing remains available and affordable in their communities for decades to come. Committing the resources today can obviate much higher costs in the future. Learn what the most common tools used to provide faculty housing benefits, and how do faculty housing policies differ across public, private, urban, suburban and rural institutions. Discover the rating agency implications of investing scarce resources into faculty housing and the tax advantages of owning and financing faculty housing.

### **2:45 – 3:45 PM Low Value Global Payments: Current Options and How Technology Should Make These Payments Easier, Faster, and Safer**

*Nancy Majerek, CTP, Treasury Manager, University of Notre Dame; Robert Foote, CTP, Director Digital Disbursements Product Management Global Transaction Services, Bank of America; and Scott Johnson, Head of Product, Western Union Business Solutions*

With the growing demand for low value, irregular and time sensitive cross-border payments, what are current solutions and the future direction for these transactions? This session will focus on how one university had developed a toolkit of solutions for payment and cash needs of its international programs and travelers. Financial service providers will discuss how they are addressing compliance and processing challenges to make improvements in efficiency and new initiatives they are investigating

### **3:45 – 4:00 PM Meeting Room Transition**

## General Session

### **4:00 – 5:00 PM Idea Exchange**

*Ruth Harpool, AAP, APRP, CTP, Managing Director Treasury Operations, Indiana University*

This session is a perennially popular program which allows participants to discuss issues and questions in an open forum to discuss their pressing issues with the experience and connections of the previous sessions. This session will also address some of the results of the Treasury Institute Symposium survey.

# Wednesday, January 29, 2020

7:00 AM – 12:00 PM Registration

7:00 – 8:30 AM Breakfast

## General Session

**8:30 – 10:00 AM NCAA – Areas of Risk for Higher Education and Their Athletic Programs**

*Kathleen T. McNeely, Senior Vice President of Administration and Chief Financial Officer, NCAA*

This session will provide a comprehensive update on the NCAA. The speaker will focus on areas of risk that effect higher education and their athletic programs. Topics will include current litigation, health and safety of student athletes, federal and state legislative challenges, financial sustainability of athletic programs and academics.

**10:00 – 10:15 AM Morning Refreshment Break**

## Concurrent Sessions

**10:15 – 11:45 AM Bond Compliance Goes Campus-wide in an Evolving Regulatory Landscape**

*Denise Laussade, CTP, Senior Director, Office of Treasury Operations, Purdue University and Stacey Crawshaw-Lewis, Partner, Pacifica Law Group LLP*

Colleges and universities have developed procedures for complying with the federal tax, securities law and other requirements applicable to tax-exempt bonds. Increasingly, these requirements require information from and coordination throughout campus. Treasury needs timely information regarding sponsored research and other activities in financed facilities to comply with private business use requirements and needs real-time information to report financial obligations subject to the new Rule 15c2-12 continuing disclosure reporting requirements. This panel will provide an overview of the bond compliance landscape, discuss recent developments including the new Rule 15c2-12 notice events, share examples of college and university approaches to working with campus to manage bond compliance requirements, and consider whether the underlying rationale for these requirements can work with, and sometimes works against, college and university goals such as innovation and transparency.

**10:15 – 11:45 AM Making the Grade: Cash Flow Forecasting and Treasury Management Systems in the Era of Modern Banking**

*Timothy T. Hesler, CTP, Assistant Treasurer, Global Banking, Cash Management and Treasury Operations, New York University; Philomel Peña, Assistant Director Cash and Liquidity Management, University of California; and Chad Prescott, CTP, Managing Director, National Head of Healthcare, Higher Education and Nonprofit Treasury Services, J.P. Morgan Chase*

Many Higher Ed Treasurers cite cash flow forecasting as a key opportunity for optimization due to their focus on maximizing liquidity and working capital investment income. Treasury teams seek to increase cash data predictability, prevent 'surprises', while also enhancing investment returns - this is not easy. At the same time, leveraging treasury management system technology to add efficiency and data precision is a challenge most institutions are looking to master to 'make the grade' in cash flow

forecasting. This moderated session includes two higher education institutions and explores real-world examples of common cash flow forecasting challenges and how technology innovation is enhancing traditional cash management platforms for better accuracy, completeness and a richer user experience. The panel will also provide the attendees with best practices, treasury technology strategies and solutions they can leverage when returning to their home campus. This session's syllabus will keep you on the edge of your seat and audience participation throughout the discussion is welcomed!

**11:45 AM Symposium Concludes**

\*speakers and agenda subject to change