MONDAY, JULY 13

11:00–11:15am  Welcome
Susan Whealler Johnston, President and CEO, NACUBO

11:00am–12:15pm  Opening Session: The Problem-Solving Generation
Jaime Casap, Education Evangelist

As the world gets more digitalized, it also gets more complex. We now operate on a global scale and our job in higher education is to help students develop the knowledge, skills, and abilities they will need to thrive in this new digitalization environment. Higher education and prepare them to solve problems we haven’t defined yet, using technology that hasn’t been invented, in roles that continue to shift, or do not even exist today. To thrive in this new era, colleges and universities need to help learners master critical skills like problem solving, collaboration, critical thinking, and the ability to continuously learn. In this talk, we will discuss the critical role of higher education and the value proposition they bring to the problem-solving generation.

1:30-2:30pm  CONCURRENT SESSIONS

From Dashboards to Decisions: Empowering Leaders with Analytics
Michal-Anne Miller, Arizona State University
Carrie Robinson, Arizona State University
David Sullivan, Arizona State University

All colleges and universities have data. But how can they turn that asset into insights for decision making, particularly when resources are limited? Using one college as an example, the presenters will show how making a small investment in analytics and data visualizations can add value and efficiency. Dashboards make data accessible, allow for easy user consumption, create transparency and trust, and empower decision making at all levels of leadership.

Impact Events and Managing the Message in the Social Media Age
Melody Bianchetto, University of Virginia
Andy Fuller, University of Notre Dame
Matthew Ward, California Lutheran University
James Lock, J.P. Morgan Trust Company, NA

There is no shortage of ways colleges and universities can end up on the front page of the newspaper. In the age of social media, the communications impact of unexpected incidents is not only lightning-quick, but also ranges far beyond the confines of the campus. The administration’s response to these incidents is crucial in maintaining trust and accountability in the eyes of an institution’s stakeholders. The panelists will examine how various colleges have responded to extraordinary incidents and proactively managed the message, while creating a space for dialogue among students, faculty, and community members.
What Makes a Good Cash-On-Hand Policy?
Charmel Maynard, University of Miami
Mary Peloquin-Dodd, North Carolina State University
Christopher Cowen, BofA Securities, Inc
William Jarvis, Bank of America

Since the financial crisis in 2008, liquidity has become a tantamount concern to college and university ratings agencies and other stakeholders, who want better information about how institutions manage their cash on hand. In this session, learn about the new techniques business offices can use to track information about an institution’s liquidity and overall financial picture, plus discover how to effectively communicate liquidity and other financial information to boards of directors and other constituencies.

3:00-4:00pm  ROUNDTABLES
Roundtable: Reopening the Student Accounts Office in a Time of Social Distancing
Alisa Abadinsky, University of Maryland
Loretta Chrzan-Williams, Monroe Community College
Bryan Dickson, NACUBO

While many student account transactions take place online, there is still a need for face-to-face interaction at bursar offices at colleges and universities. COVID-19, including its social distancing restriction, will clearly need to be addressed. What changes will need to take place at your bursar’s office in order to protect your students and staff? How quickly will you bring back your staff? In addition to physical changes—such as office layouts, protective barriers, face coverings, and queuing and cleaning procedures—instiutions will need to consider changes to student account policies, as well. Registration hold thresholds, late fees, in-person payments, and collections practices are all on the table. Share ideas with colleagues and learn how best to communicate these changes to your students and staff.

Community College Business Officers Roundtable: Planning for Fall 2020 and Beyond
Academic year 2019-2020 was unlike any we have seen. What will the next year hold? Connect with community college colleagues to discuss business and financial management issues. Share your thoughts about today’s challenges and tomorrow’s uncertainties.

HBCU Business Officers Roundtable: Planning for Fall 2020 and Beyond
The events our nation is grappling with—the coronavirus pandemic, a recession, and national unrest about racism—will have a lasting impact on higher education. Though all colleges and universities will be impacted, HBCUs, which have a mission to serve student populations most affected by these national crises, will be acutely impacted. At this roundtable, connect with HBCU colleagues to discuss how they are navigating financial challenges, planning in a time of social distancing, and meeting the needs of their students.

Roundtable: Endowment Stewardship in a COVID-19 Economy
Dimitri Stathopoulos, Nuveen Investments
Liz Clark, NACUBO
Ken Redd, NACUBO

NACUBO recently surveyed the 2019 NACUBO-TIAA Study of Endowments institutional participants to learn more about the impact of the COVID-19 crisis on endowment values and investment and spending strategies. NACUBO found that during the first quarter of 2020, colleges and universities experienced an average loss of 13.4 percent in endowment values and, on average, 20 percent of endowment funds were underwater. During this roundtable, explore actions taken by institutions to reduce expenses related to the endowment or foundation and steps taken to respond to current pressing needs of students and institutions.
Roundtable: Leases, Long-term Debt and Financial Responsibility Composite Scores
New financial responsibility rules are effective July 1 for independent not-for-profit institutions. The new rules bring new reporting and tracking requirements for leases and long-term debt. Business decisions will bring reporting, documentation, and analytical challenges. Join your colleagues in a roundtable that explains Department of Education rules related to lease grand-gathering, construction-in-process, renegotiations, and refinancings. Participate in conversation on these and related issues.

System Business Officers Roundtable: Planning for Fall 2020 and Beyond
J. Michael Gower, Rutgers, The State University of New Jersey New Brunswick Campus

Academic year 2019-2020 was unlike any we have seen. What will the next year hold? Connect with system business office colleagues to discuss business and financial management issues. Share your thoughts about today’s challenges and tomorrow’s uncertainties.

4:00pm END OF DAY 1

TUESDAY, JULY 14

11:00am-12:00pm CONCURRENT SESSIONS

Energy Asset Monetization: Transforming Utility Cost Centers Into Strategic Assets
Russ Grunebach, Duquesne University
Stephen Auton-Smith, Ernst & Young LLP
Sameer Qureshi, Clearway Energy

Duquesne University recently monetized its energy assets under a public-private partnership and entered into a 40-year energy services agreement with Clearway Energy. Using this transaction as an example, the speakers will explore the relative merits of utility system outsourcing and monetization in both unlocking economic value and helping institutions achieve operational resilience, sustainability, and modernization of infrastructure. They’ll discuss transaction practicalities and considerations, stakeholder engagement, key challenges, and success factors for forging a long-term partnership.

How Student Financial Services Can Lead Collaboration to Support Student Success
Chris Foster, University of North Texas
Joey Saxon, University of North Texas

Learn about the Start Green, Stay Green program launched in 2019 by the University of North Texas to improve student success. A key component: Student financial services worked beyond boundaries to serve as the catalyst for collaborative change. The speakers will demonstrate the dashboards designed to highlight students with balances, which are shared with various departments to increase communication and target outreach.

The Power of Financial Modeling
Kelli Shomaker, Auburn University
Alice Turbiville, Swarthmore College
Michael Nicolescu, PFM Group

Financial models can serve as the basis for telling the story of long-term changes at your institution and help identify potential problems before adverse effects occur. Hear about the benefits two institutions derived from implementing an integrated, comprehensive financial model, including the expansion of leadership’s understanding of variables pertaining to financial risk and volatility. The speakers will also discuss how a multi-year financial plan contributes to strong, robust financial management.
CONCURRENT SESSIONS

Driving Innovation with a Managed Services Technology Provider
Nicole Trufant, University of New England
Robert Cominsky, Ellucian

The University of New England is growing, and with that growth come the challenges of scale. To support this growth, business processes must evolve, student experiences must improve, and technology must play a role in it all. In this session, learn how strategic partners can help transform IT into a driver of efficiency and innovation that positively impacts the bottom line and how UNE is providing itself the agility and flexibility needed to both prepare for and help shape the future landscape of higher education.

Hot Legal Topics: Liability Issues in the Age of COVID-19 and Update on Foreign Influence/Foreign Gift and Contract Reporting
Kathleen Santora, National Association of College and University Attorneys
Stephanie Gold, Hogan Lovells US LLP
James Keller, Saul Ewing Arnstein & Lehr, LLP

Join higher education legal experts for a discussion of current issues and challenges in the areas of liability issues in an era of COVID-19, and foreign influence matters/foreign gift and contract reporting. The session will provide the latest information about the range of liability issues that have arisen as institutions consider a return to campus in the future; and the latest news about foreign influence and gift reporting as colleges and universities navigate this Department of Education directive.

Once Upon a Financial Statement...Telling Your Institution’s Financial Story
Leslie Brunelli, University of Denver
Mandy Kibler, University of South Carolina Columbia
Jean Bushong, CliftonLarsonAllen LLP

As we move forward in higher education, telling our financial story must evolve! Considering Coronavirus, it is especially important that our stakeholders understand financial position and its impact on future decisions of the institution. Panelists from public and private institutions will address how financial stories can be illustrated through audited financial statements. Special attention will be devoted to Management’s Discussion and Analysis, understanding financial reporting audiences, what rating agencies needs to know, principles of benchmarking and the importance of KPIs, functional expenses, and explaining operating results.

ROUNDTABLES

New to Higher Education Roundtable
Administrators new to higher education face numerous challenges. If you have worked in higher education for fewer than three years, join us at this interactives session to connect with colleagues and discuss the complexities and nuances of navigating the college or university environment.

Roundtable: Business Officers of Color
NACUBO’s Strategic Blueprint includes a commitment to developing an initiative to strengthen diversity, equity, and inclusion principles in the higher education business community. How should business officers evaluate practices and policies and examine the extent to which advancing diversity and inclusion and identifying and closing equity gaps is in the fabric of who we are and what we do? How should NACUBO and the higher education business office community better reflect the diversity of our nation in membership and in action? What is the role of business officers, as part of the president’s cabinet, to be involved in the critical conversations about race and diversity that affect the campus as a whole?
Roundtable: Safeguarding Higher Education Through Technology Strategic Planning

Higher education, and life, will now be forever seen through the eyes of “before COVID-19 and after.” Every institution needs to know and document what separates them from other universities – the physical, programmatic, technological, diversity, and other attributes that make their institution and its mission so unique – and imagine what the next year or two would ideally look like.

Apogee has studied 500 strategic plans from colleges and universities around the country. This roundtable will explore the findings from this study, which reveals that smaller institutions – those with less than 5000 enrollment – aren’t engaging in strategic planning as often or as robustly as larger institutions, leaving them in potentially uncompetitive and vulnerable positions. Smaller institutions tend to pursue initiatives outside of core areas, which Apogee found resulted in opportunity costs that have likely impacted them financially during the Covid-19 crisis.

Roundtable: Exploring the Regulatory Hurdles of Expanding Online Education to International Students

As the COVID-19 pandemic forces all colleges and universities to increase their online offerings, and cope with declining national enrollment, many schools will look to expand their online educational offerings overseas to reach new students and address revenue shortfalls. This roundtable offers the chance to discuss the complexities of complying with both U.S. and international regulatory requirements when operating abroad and assess the potential for strengthening an institution’s bottom line while providing quality education to a new group of students.

Roundtable: Managing Athletics at Smaller Public and Private Colleges

Although the general public may not associate athletics with smaller and mid-sized colleges and universities, insider experts understand their importance. Whether to watch or play, athletics are valuable amenities that attract students. Participate in a discussion that addresses enrollment, social distancing, safety, fiscal, and other overarching concerns and operational challenges athletics may pose in academic year 2020-21.

Roundtable: Modeling to Understand and Evaluate Academic Costs

Dennis Morrone, Grant Thornton LLP
Matt Unterman, Grant Thornton LLP

The pandemic and recession will have lasting implications for colleges’ and universities’ budgets. As institutional leaders navigate this complex situation, it will be important for them to understand cost drivers of educating students. What approaches are institutions taking to understand and evaluate academic costs? How can data and analytics support decisions?

Roundtable: RCM in the COVID-19 Environment

With many colleges and universities projecting enrollment declines and budget shortfalls as a result of the COVID-19 pandemic, prudent and flexible resource allocation is paramount. Can RCM offer university leaders the flexibility necessary to overcome these challenges? This roundtable will discuss RCM strategies that can guide current and future resource-allocation decision making. Participants will discuss budget retrenchment policies, funding formula adjustments, and the impact of funding on academic planning.

4:00pm  END OF DAY 2

WEDNESDAY, JULY 15

11:00-11:15am  Looking Back at the Past Year
Lynn Valenter, NACUBO Board Chair
Vice Chancellor for Finance and Operations
Washington State University, Vancouver
11:15am-12:15pm  **Washington Update**  
*Steven Bloom, American Council on Education*
*Emmanuel Guillory, UNCF*
*Megan Schneider, NACUBO*

1:30-2:30pm  **CONCURRENT SESSIONS**  
**Cost Standardization: Key Considerations to Enable Advanced Analytics**  
*Dylan Baker, University of Maryland*
*Steven LaNasa, Johnson County Community College*
*Mark Lemon, Grant Thornton LLP*
*Anthony Pember, Grant Thornton LLP*

Cost and revenue analytics help institutions to better understand their financial position, identify key management challenges, and design and deploy effective solutions. When developing such a model, leaders must consider factors such as institutional characteristics, capacity for change, and management questions being asked as each will impact the model’s complexity and precision. Panelists will outline considerations for developing a cost and revenue management model, discuss common challenges, and offer a decision matrix for designing a model that aligns with higher education cost management principles.

**Return on Mission: The University of Colorado-Boulder Financial Futures Initiative**  
*Carla Ho-a, University of Colorado Boulder*
*Ann Schmiesing, University of Colorado Boulder*

Launched in 2018, the Financial Futures initiative at the University of Colorado—Boulder has generated more than 600 new ideas for revenue generation, cost savings, and cost avoidance with an estimated $90 million—and growing—in recurring annual impact. Hear how the initiative has yielded stronger collaborations among academic and financial officers, provided a new model for evaluating strategic investments of resources, improved financial resilience, and transformed the university’s culture of resource decision making. Speakers will also discuss how the COVID-19 pandemic is influencing priorities and next steps for this initiative.

**Successful System and Member Institutions Relationships**  
*William Huang, University of Texas System Administration*
*Vanessa Kenon, The University of Texas at San Antonio*
*Aaron LeMay, University of Texas Medical Branch*

The future of public higher education depends on finding a balance between leveraging central services provided by a system office and maintaining the member institutions’ local autonomy for decision making. Speakers will discuss initiatives the University of Texas System has implemented to reduce administrative burden, including collaborative support for technological innovation.

3:00-4:00pm  **ROUNDTABLES**  
**Academic Unit Business Officers Roundtable**  
Academic year 2019-2020 was unlike any we have seen. What will the next year hold? Connect with fellow academic unit business officers to discuss business and financial management issues such as the expanding role of data analytics, demonstrating a commitment to diversity and inclusion within your unit, or managing the challenges of a new IT system. Share your thoughts on topics that are most important to you.

**Primary Representatives Meeting**  
Invitation-only

*No CPEs for this session*
Roundtable: Challenges in Financial Reporting Post-COVID-19 (Public Institutions)
A global pandemic, national emergency, campus closures, new federal programs and funding have created planning, resource allocation and operational questions. COVID-19 will also impact financial reporting. Audited financial statements belong to the institution and can be an important communication vehicle. There are disclosure, presentation, and MD&A options that colleges and universities can and should consider. Participate in a thought-provoking dialogue on a topic that can be more interesting then it appears on the surface.

Young Professionals Roundtable: Career Advice for Success in Higher Education
Mark Saine, TIAA
As seasoned higher education professionals ascend in their careers or near retirement, there is an ongoing need for young professionals to fill the talent gap. Are you ready to step up? Join this roundtable to learn from peers and seasoned leaders how to hone the skillset needed to advance your career.

4:00pm END OF DAY 3

THURSDAY, JULY 16

11:00am-12:00pm CONCURRENT SESSIONS

Investing in Veterans’ Education
J. Michael Haynie, Syracuse University
Amir Rahnamay-Azar, Syracuse University
Julia Carlton Mackay, Sasaki Associates, Inc.
Mary Anne Ocampo, Sasaki Associates, Inc.

Through a case study, hear how one institution has strengthened its commitment to veterans by delivering unique programs in career, vocations, and entrepreneurship education to “serve those who have served.” Syracuse University developed its Campus Framework to guide strategic planning initiatives that support post-traditional students and their unique needs. One initiative is the National Veterans Resource Center, a capital project that houses the Institute for Veterans and Military Families, which undertakes academic research and actionable programming to advance the social, economic, and wellness concerns of veterans and their families.

Lessons Learned: FASB Revenue Recognition and Grants
Jason Schroeder, University of Notre Dame
William Sibert, Cornell University
Karen Sodoma, University of Rochester
Rick Cole, BKD CPAs and Advisors

Now that colleges and universities FASB’s revenue recognition and grants and contributions accounting standards, it’s time for a de-brief. Hear how others across higher education are mitigating the most difficult obstacles and understand how guidance applies to CARES Act grants and programs. Speakers will revisit significant requirements and decision making on the adaption of the standards, share lessons learned, and talk about considerations for 2020 and beyond.

State Budget Outlook
Emily Brock, Government Finance Officers Association
Michael Leachman, Center on Budget and Policy Priorities
Liz Clark, NACUBO

State budgets will be squeezed by the adverse economic forces resulting from the effects of the COVID-19 pandemic. The outlook is grim and a deep economic downturn is likely to have sizeable consequences for state funding for education and other services. This session will explore the extent to which unemployment and declines in state income and sales taxes are expected to open and deepen state budget gaps. Is additional federal relief on the way and how
might federal legislative and regulatory activities impact state and local governments as they try to respond to the economic fallout?

1:30-2:30pm  **CONCURRENT SESSIONS**

**Is it Time to Rethink our Approach to Mitigating Cybersecurity Risk?**

The scope, scale, and pace of change in the cybersecurity area pose a nearly unwinnable “arms race” for higher education. In this session, speakers will share results from a recent initiative to assess the totality of the enterprise resources applied to cybersecurity and explore possible alternative approaches. They will also highlight opportunities to strategically augment cybersecurity services and, through analytics, leverage economies of scale to reduce the time from awareness to mitigation.

**An Innovative Way to Redesign a Retirement Investment Menu**

*Hugh Penney, Yale University*

*Laura Sines, TIAA*

Retirement plan sponsors are grappling with new participant demographics, which call for an evolution in investment menu design to meet the dynamic needs of aging baby boomers, mid-career employees, and millennials. From rethinking existing options to considering new products, this session will focus on redesigning plans for future participants’ needs. Learn how Yale University recently redesigned its retirement plan’s investment default to maximize benefits, and review the plan’s metrics before and after Yale made the change.

**Rip Off the Band Aid: Simultaneously Deploying New Budgeting and Organizational Models**

*William Nunez, University of Nebraska at Lincoln*

*James Volkmer, University of Nebraska at Lincoln*

*Taylor Jantz, Huron Consulting Group*

One institution’s case study can serve as another institution’s blueprint for transformative change. Presenters will explore ways institutions can simultaneously combine incentive-based budgeting and organizational redesign to accelerate change. This interactive session will focus on how leaders can rally stakeholders to rip off the band-aid and tackle expansive change head on. Panelists will describe how to implement the two models in quick succession, discuss key ingredients needed for dynamic change, and offer solutions to potential roadblocks. Audience member will hear lessons learned, benefits achieved, additional efforts needed to sustain success, and be encouraged to participate in candid conversations that assess the pros and cons of this approach.

3:00-4:00pm  **ROUNDTABLES**

**LGBTQ Roundtable**

How do business officers who are members of the LGBTQ navigate today’s higher education culture? How could allies better support the growth, development, and acceptance of more LGBTQ business officers to advance in our field? Discuss these questions from multiple angles, including: the impact on career paths, navigating collegial relationships, and serving as an advocate for other staff and/or students who also are members of the LGBTQ community.

**Roundtable: Adapting the Physical Campus to Impact the Student Experience in Response to COVID-19**

Social distancing in response to COVID-19 will change the dynamics of how campuses look and feel. How do business officers encourage a friendly atmosphere and keep social distance? What are some of the nitty-gritty items that need to be evaluated and addressed? From scheduling of classes to minimize the size of groups to adopting new cleaning protocols, business officers have many challenges to face.

Women Chief Business Officers Roundtable
Learn more about women’s representation on Chief Business Officer (CBO) teams and in CBO Pipeline positions from CUPA-HR’s 2019 Administrators in Higher Education Survey. Discuss some of the hurdles to addressing gender disparity within campus leadership teams while connecting with your female peers to learn how others have tackled professional challenges.

4:00pm  END OF DAY 4

FRIDAY, JULY 17

11:00-11:15am  Looking Ahead
Robert Moore, Incoming NACUBO Board Chair
Senior Vice President, Finance and Administration and Treasurer
Colorado College

11:15am-12:15pm  Guided by Equity, Informed by Data
Lorelle Espinosa, American Council on Education

Students of color, low-income students, and those first in their family to attend college face a multitude of barriers when it comes to college enrollment and completion. Findings from the American Council on Education project, "Race and Ethnicity in Higher Education," confirm a cause for concern. Yet as sobering as such data can be, they offer opportunities for change, reasons to practice shared- and equity-minded leadership, and benchmarks to measure transformation—Actions that are especially critical given the COVID-19 pandemic and the national racial crisis. This session will provide an overview of the ACE data, and will highlight the important role that college and university leaders, including business officers, have in using data to make decisions that strengthen mission-critical efforts for diversity, equity, and inclusion.

1:30-2:30pm  CONCURRENT SESSIONS
Connecting Strategy and Data for Actionable Change: A Case Study in Ohio
Paul Friga, University of North Carolina at Chapel Hill
Mark Polatajko, Kent State University

Ohio, like many other states, is facing declining enrollments, lower levels of state support, rising costs, and increased regulation and reporting requirements. In 2015 Governor John Kasich embarked on a state-wide experiment to make a college education more efficient and less expensive for students while maintaining or increasing quality. Results, tracked annually, point to Ohio universities recently reporting savings of more than $320 million. The presenters will reconstruct this journey toward significant savings and describe how the initiative led to positive change on their respective campuses.

Lessons Learned From NECHE’s Pilot Program for Financial Monitoring
Roger Goodman, The Yuba Group, LLC

Scrutiny of financially challenged colleges and universities continues to increase. Since the abrupt closure of Mount Ida College in 2018, the New England Commission of Higher Education (NECHE) has strengthened its review of financially fragile institutions. Speakers will review a financial screening tool used for the enhanced monitoring higher education institutions’ financial health. As concerns about financially challenged institutions grow, the lessons learned from New England may prove helpful for other regions.
EY-Parthenon conducted a national survey of approximately 2,000 college students that captured how student expectations for higher education participation are evolving due to COVID-19. What implications will these student expectations and behaviors have on institutional finances? How will institutions need to adjust in the short-term and in the longer-term? Our panel of higher education leaders will reflect on these broad questions and on their institutions’ individual contexts, discuss initial responses to expected enrollment impacts, and consider longer-term strategies to ensure institutional sustainability.