



DAY 1 | MONDAY, NOVEMBER 7

CONFERENCE OVERVIEW: During these days of high volatility in the higher education market, the prudent counsel of the CFO is more important than ever. It's imperative for CFOs to assist the president, board and leadership team to manage the financial side of the house well. This conference is designed specifically for that task, to sharpen your grasp important financial management issues including HR, government compliance and risk assessment responsibilities. Welcome to the journey.

9:00 — 9:30

WELCOME AND INTRODUCTIONS OF PARTICIPANTS & FACULTY

9:30 — 10:15

SESSION 1: PROACTIVE FINANCIAL LEADERSHIP DURING SEASONS OF TUMULT

Presenter: Jeff Spear | Founder, CFO Colleague (FL)

Overview: The CFO is much more than an institutional financial manager — especially during these trying days of shifting markets and uncertainty. This presents a compelling call for astute financial leadership, unique to this season of turbulence in higher education. What does this mean for the CFO's role and their counsel to the president, board, and institutional leadership team? How should a proactive CFO assist his or her colleagues as they guide the "ship" through turbulent waters? This has been the case for some time but has been magnified during the last two + and warning signs to avoid years.

- ▶ Knowing how to wisely oversee the institution's financial vitality — numbers to watch and warning signs to avoid
- ▶ Giving wise financial counsel to the president, board, and executive team — how and when
- ▶ Taking financial steps to keep your institution's mission vital in the face of difficult times

10:15 — 10:45
10:45 — 11:00

Q & A DISCUSSION
REFRESHMENT BREAK

11:00 — 11:45

SESSION 2: STRATEGIC PLANNING & BUSINESS MODEL IMPLICATIONS

Presenter: Matt Kelly | CFO — Association for Biblical Higher Education (FL)

Overview: Many executive teams are planning for likely budget cuts for the Fall. All leaders are on high alert as we emerge from the years of pandemic operations. Beyond vital data and prudent decisions, a wise CFO is carefully monitoring the impact of decisions on strategic planning and the institutional business model. Consider:

- ▶ Reviewing the assumptions within a sustainable business model
- ▶ Identifying key risk points in your business model in order to maintain institutional viability
- ▶ Managing risk within the financial organization — what tools do we possess?
- ▶ Measuring risk levels commensurate with decisions and assumptions — the what if's

11:45 — 12:15

Q & A DISCUSSION

12:15 — 12:30
12:30 — 1:30

A WORD FROM OUR SPONSOR — SERVANT SOLUTIONS
LUNCH — CATERED AT THE CONFERENCE CENTER

1:30 — 2:15

SESSION 3: LEADING WITH FINANCIAL KPI'S & DASHBOARD DEVELOPMENT

Presenter: Jan Haas | Senior Partner, CFO Colleague (PA)

Overview: What is the art and science of compiling the relevant financial data (Key Performance Indicators) into a meaningful financial dashboard? How do you move from historical data (lagging indicators) to projections (leading indicators)? Why is timing of the essence? Give your president and leadership team the right information in a clear and timely manner.

- ▶ Defining the right KPI's — what's important and why
- ▶ Developing the process for timely data collection
- ▶ Establishing meaningful dashboards for financial oversight and strategic decisions
- ▶ Keeping your finger on the financial pulse of the academic enterprise

2:15 — 2:45
2:45 — 3:00

Q & A DISCUSSION
REFRESHMENT BREAK

3:00 — 3:45

SESSION 4: 30 BENCHMARKS FOR THE RESOURCED CONSTRAINED

Presenters: Jeff Spear & Jan Haas | CFO Colleague

Overview: No one at the institution should have a better understanding of key financial ratios and relevant indices than the CFO. What are reasonable and wise benchmarks you can use to keep your institution out of financial danger? Sharpen your grasp of these issues with two veteran CFOs gleaned from financial assessment of over 140 institutions, including . . .

- ▶ Measuring academic efficiency
- ▶ Gauging the stewardship of donations
- ▶ Connecting compensation to revenues
- ▶ Showing evidence for care of physical plant

3:45 — 4:15
4:15 — 4:30

Q & A DISCUSSION
WRAP-UP

DAY 2 | TUESDAY, NOVEMBER 8

9:00 — 9:30	WELCOME AND REVIEW
9:30 — 10:15	<p>SESSION 5: VITAL STEPS SMART CFO'S TAKE TO PREPARE FOR THEIR AUDIT Presenter: Dan Campbell Partner, CapinCrouse (SC) Overview: Accredited institutions are required to secure an annual, independent, financial audit. Prudent financial leaders know what auditors expect and get their materials and financial house in order. What are the right steps to prepare both the team and information? Learn from an expert who's processed many audit reports, observing those who are well-prepared . . . and not.</p> <ul style="list-style-type: none"> ▶ Understanding the basic structure and nature of a sound audit ▶ Collecting and preparing the information auditors need ▶ Preparing for the auditor's questions — knowing what to expect ▶ Lessons learned from audit preparations
10:15 — 10:45	Q & A DISCUSSION
10:45 — 11:00	REFRESHMENT BREAK
11:00 — 11:45	<p>SESSION 6: PROTECTING YOUR RELIGIOUS LIBERTY IN YOUR EMPLOYEE POLICIES & HIRING PRACTICES Presenter: Mark Griffin CEO, In His Name HR, (PA) Overview: For many ABHE institutions, HR oversight is part of the CFO's purview. Their guidance in employee policies and hiring practices can make all the difference in protecting the religious liberty of the institution. Consider insights from this survey of the current HR waterfront and make sure your HR policies and practices will stand the test of legal scrutiny — now more than ever.</p> <ul style="list-style-type: none"> ▶ Surveying the current HR compliance and litigation waterfront ▶ Knowing what policies should be reviewed for religious liberty protection ▶ Training the leadership team for prudent hiring practices ▶ Preparing for challenges to your religious liberty freedoms
11:45 — 12:15	Q & A DISCUSSION
12:15 — 12:30	A WORD FROM OUR DINNER SPONSOR — MOJA & COMPANY
12:30 — 1:30	LUNCH — CATERED AT THE CONFERENCE CENTER
1:30 — 2:15	<p>SESSION 7: NEW WORLD DISORDER: MAKING SENSE & STAYING SAFE IN THE CRAZY WORLD OF COMPLIANCE Presenter: Dave Moja CEO, Moja & Company CPA, ABHE Senior Fellow, (GA) Overview: The tales of financial weal and woe are growing as we come out of the pandemic. Now is a great time to take a fresh look at what will be expected from the regulators — from pandemic funding, student loans, tax regulations, new audit standards, and more. How significant are your liabilities? What should we know and learn from what's happening to others? Walk through this crazy world of the compliance landscape with a regulation's expert.</p> <ul style="list-style-type: none"> ▶ Grasping the government expectations emerging from pandemic funding ▶ Keeping up to date on changing federal and state tax regulations ▶ Understanding and preparing for new auditing standards ▶ Seizing opportunities within the regulation's wilderness
2:15 — 2:45	Q & A DISCUSSION
2:45 — 3:00	REFRESHMENT BREAK
3:00 — 3:45	<p>SESSION 8: EFFECTIVE MANAGEMENT OF INSTITUTIONAL RISK: THE 3 LEVERS Presenter: Scott Fera Corporate Attorney, Brotherhood Mutual (IN) Overview: It's old news that our culture is increasingly litigious. Institutions of biblical higher education are no exception. The role of the CFO in legal risk management is vital and every challenge includes balancing the right approach from a legal, financial, and reputational standpoint. Learn from a senior legal counsel what you should know and how to manage this key area of responsibility.</p> <ul style="list-style-type: none"> ▶ Knowing the types and nature of institutional legal risks — an inventory of the Big Rocks ▶ Preparing in advance for legal challenges — when to refer out to counsel, how to select counsel ▶ Learning lessons from current legal battles ▶ Using legal counsel wisely and for the right price
3:45 — 4:15	Q & A DISCUSSION
4:15 — 4:30	WRAP-UP

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