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Stefano Falconi has 30 years of experience as an academic innovator in higher education, especially in the areas of finance, operations, and information technology. He brings an established record of success in managing the finance and operations of major research-intensive universities (Harvard, MIT, Carnegie Mellon) and in turning around financially distressed smaller institutions, together with a deep commitment to the larger mission of the academic enterprise and a broad international perspective and connections, especially in Europe and the Middle East.

EDUCATION

- M.B.A. Harvard Graduate School of Business Administration, Boston,
 - Second-year honors.
- J.D. Universita di Padova, Padua, Italy
 - Awarded maxima cum laude, with dignity of publication of written dissertation comparing U.S. and European anti-trust laws.

ACADEMIC POSITIONS AND AWARDS

Fellow, SALZBURG SEMINAR IN AMERICAN STUDIES, Salzburg, Austria

- European-American Relations and Arms Control, subgroup on arms-limitation agreements and war-by-accident.

Research Assistant, COMMISSION OF EUROPEAN UNION, Brussels, Belgium. Directorate General IV (Antitrust)

Fellow, NATO ADVANCED STUDY INSTITUTE - CHRIST'S COLLEGE, CAMBRIDGE UNIVERSITY, Cambridge, England

Awarded grant from NATO to take part in Institute on Environmental Stress and Social Adaptation.

SUMMARY

ACADEMIC INNOVATOR: FINANCE AND OPERATIONS

Creatively moves forward an academic institution's strategic agenda through innovative approaches to finance, administration and technology.

A profound and comprehensive knowledge of finance and operations along with a deep commitment to the larger mission of the academic enterprise. Unusually broad intellectual interests with which to connect effectively to a wide range of administrators, faculty, board members and students; skilled at building organizational consensus on strategic initiatives. International perspective and connections, especially in Europe and in the Middle East. Former attorney in addition to an MBA from Harvard Business School.

Administrative Breadth: Broad experience spanning a variety of administrative departments and functions with comprehensive experience in University Finance, Debt Portfolio Strategy, Facilities, Admissions and Financial

Aid, and Information Technology. Additional background in overseeing HR and Risk Management. Adept at building consensus and working across different departments to optimize results.

Institutional Breadth: Experience at both major research universities (HARVARD, MIT, CARNEGIE MELLON) as well as smaller institutions (STEVENS INSTITUTE OF TECHNOLOGY, SIMMONS COLLEGE). Success both at significantly improving fiscally sound universities and colleges as well as turning around financially challenged institutions.

Finance Expertise and Innovation: Extensive background leading finance function. Ability to identify and fund strategic opportunities and initiatives without incurring additional financial risk, includes the creative restructuring of debt. Adept at the identification and implementation of cost-effective, data-driven solutions. (Featured in: "A new breed of College CFOs" CFO magazine, February 2013: http://www3.cfo.com//article/2013/2/leadership_college-cfos-financial-challenges-austerity).

Technology Depth & Innovation: Over three decades of experience in IT innovation focused on leveraging an institution's information asset into a competitive advantage. At MIT, author of strategic planning model for funding a major research effort in the life sciences while retaining AAA credit rating, and at Simmons, champion and lead for new cutting edge "green" elevator system that used new technology to help generate power for the building.

PROFESSIONAL EXPERIENCE

SIMMONS COLLEGE, Boston, MA

Senior Vice President for Finance and Administration and Treasurer

Reporting to the President, responsible for management of an endowment of approximately \$ 190M, \$416M in assets, a debt portfolio of \$180M, and a \$124M annual budget. Oversaw financial and administrative functions of the College, including finance, treasury, budgets, payroll, post-award research accounting, procurement, and information technology. Prior responsibilities included Facilities, Campus Safety, Housing and Dining and Student Financial Services. Served in both a financial fiduciary as well as an operating capacity for the College at large, with direct accountability to the Finance and Administration and Investments committees of the Board of Trustees. With six direct reports, led a staff of over 100. Worked closely with the President and the Provost on strategic planning. Represented Simmons administration with local, regional, national and international audiences of importance.

Strategic Leadership:

- Reduced the operating deficit by 88% (over \$9M) in first year of tenure by restructuring operations, reducing costs and rebuilding the financial team. Over the following three years completed the turn-around: from consistent deficits in the \$10M/year range in the most recent fiscal years preceding my tenure, to consistent surpluses (\$5.8M in Fiscal 2012), and from a cash position of \$0.6M in June 2008 to \$35M in June 2012.
- Designed and implemented a swap termination strategy following the Lehman Brothers bankruptcy that resulted in annual interest expense savings of approximately \$2.5M per year, for a cumulative \$15M to-date. Strategy consisted of taking early action in terminating the three Simmons swaps after the bankruptcy, but, unlike most other institutions, not replacing them with equivalent swaps with a new, credit worthy counterparty: as a result of this strategy, the College was able to enjoy an extremely low interest rate on approximately \$65M of variable debt outstanding, instead of paying the new counterparty a much higher interest rate. Rate risk was hedged internally by budgeting for the historical rate and closing each quarter of low actual rate to cash on the balance sheet.

- Restructured a portion of the College's \$180M debt portfolio by refinancing a variable bond issue with a new, fixed rate issue of \$61M, terminating three swaps with bankrupt counterparty Lehman Brothers, and advance-refunding a portion of an expensive, call-protected issue for a substantial debt service savings.
- Materially improved the College's liquidity by introducing cash flow management and projection tools, and actively managing payables and receivables.
- Increased the College's annual revenue by \$3M, by adopting more efficient space utilization practices and leasing the space not immediately needed by the College to an adjoining hospital and a major university.
- Increased the College's profile with rating agencies Moody's and Standard & Poors, leading to the recent improvement of Simmons' outlook from stable to positive. Moody's, March 2012: "Simmons is one of only three Baa1 colleges in the nation with a positive outlook."
- Developed collaborative partnerships with major outside-vendors to serve the College in crucial areas, including PricewaterhouseCoopers (external audit) and Cambridge Associates (investments advisor).
- Worked closely with the Deans and the Provost to ensure that resource allocation decisions remain consistent with the College's strategic and tactical objectives including: cost control, student centeredness and revenue, and profitability goals for new initiatives.
- Worked closely with the Vice President for Advancement and her organization to ensure that her staff has unfettered access to investment returns and distributions in support of operations so that reports to the donors can be timely and informative.

Functional Leadership:

- Improved service delivery and efficiency and reduced costs by consolidating the Business Affairs and Facilities groups, refocusing Information Technology into a student and faculty centered service delivery organization, and professionalizing the campus police and safety functions. Among the innovations were:
 - Created a Space Planning Committee staffed by the AVP Facilities and including the Provost, a member of the Faculty Senate, the Registrar and the Chief Information Officer, to ensure a fair, transparent and methodical process for the assignment and renovation of College space.
 - Introduced case-tracking software to monitor volume, complexity and resolution efficiency of the issues brought to the Help Desk by Faculty, Students and Staff.
 - Expanded the role of Campus Safety from law-enforcement into emergency preparedness and response through extensive training, table-top exercises and extensive collaboration with the implementation of a campus-wide emergency messaging system via e-mail, texting, and voice-mail extended to faculty, students, staff and their family members and significant others.
- Planned and brought to completion on time and on budget several significant construction projects, including the renovation of a dorm, the restructuring and expansion of a Student Life area and a new retail cafe inaugurated in fall 2012. All projects were funded through surplus from operation, with a typical annual investment of \$12M to \$15M. In these projects and throughout the administrative infrastructure, introduced innovative energy-efficiency and environmental impact solutions.
- Mentored and developed staff, promoting several into positions of higher accountability within my division, and sponsored the promotion of one leader into a key cabinet role.
- Recruited several key leaders to strengthen the leadership team, including a Chief Information Officer, a Chief of Police and Campus Safety and a College (Internal) Auditor.
- Hired a specialist firm to mentor and re-focus the finance group into a team focused on customer service and financial reporting. The process was articulated in three phases: 1) detailed documentation of existing responsibilities and work assignments for each staff member; 2) analysis of business processes and revisions to streamline and eliminate redundancies; 3) one-day retreat to discuss and define revised roles for each team member, clarify expectations and foster buy-in.

Campus Relations:

- Cultivated an atmosphere of trust and mutual respect with Faculty in all of the schools and departments, and especially with the Faculty governing bodies. Implemented an “open door” policy with the two Co-Chairs of the faculty Fiscal Affairs Committee and the President of the Faculty Senate, and granted them both access to a new tool, the Monthly Burn Report, that monitors money actually spent by unit, department and cost object, for all administrative and academic units. Introduced quarterly closes and projections to year-end and shared them with the Faculty Fiscal Affairs Committee.
- Substantially increased the quality and frequency of communication with the students, especially through the Student Government Affairs Committee, soliciting their feedback on new planned initiatives. Maintained frequent contacts with the leaders of student committees, such as the sustainability committee. Introduced campus digital signage through very large monitors disseminated in most buildings reporting campus news, events, classroom assignments, student groups announcements and live tweeting feeds.
- Introduced state-of-the-art environmental impact and energy savings emphasis in all major and minor construction and administrative projects on campus.

STEVENS INSTITUTE OF TECHNOLOGY, Hoboken, NJ

Reporting to the President, had complete responsibility for finance, treasury, human resources, sponsored research administration, procurement, and internal audit. With five direct reports, led a staff of over 150, with overall responsibility for \$313M in assets and a \$120M annual budget.

- Implemented a five-phase turnaround strategy to improve the Institute’s finances including, budgeting and cost reduction, strengthening of internal controls and policies, re-qualification of administrative personnel, restructuring the balance sheet, and facilitating the transparency of financial reporting.
- Exercised stewardship over the Institute’s endowment, working in close cooperation with the Board’s Investment Committee. Hired a national wealth management company to oversee manager results and reporting, and to introduce new managers. The Institute endowment grew to approximately \$162M as of June 30, 2006, an increase of over \$40M from June 30, 2004.
- Successfully managed turnover in external auditors, bringing in a big-5 international firm to succeed the prior one.
- Established a strong and cordial relationship with the Office of Naval Research (ONR) and the Defense Contract Audit Agency (DCAA), the Institute’s federal cognizant agencies, meeting all previously delayed federal reporting deadlines.
- Leveraged a 20-year network in higher education by recruiting nationally renowned senior executives to support Stevens’ strategic objectives.
- Introduced a comprehensive strategic financial planning system to support the President’s new Strategic Positioning Plan (SPP).
- Established excellent relationships with rating agencies Moody’s Investors Service and Standard & Poor’s. This led to a material improvement for Stevens, emerging from two successive downgrades in the year prior to my joining the Institute.

CARNEGIE MELLON UNIVERSITY, Pittsburgh, PA

Vice President for Administration and Chief Financial Officer

Reporting to the President, held broad responsibility for finance, treasury, human resources, construction and facilities management, sponsored research accounting, retail services, planning, internal audit and financial risk, administrative computing and parking. With ten direct reports, led a staff of over 400 with overall responsibility for \$1.4B of assets and a \$650M annual budget.

- Led financial negotiations with Qatari authorities for the opening of a Carnegie Mellon campus in the state of Qatar, resulting in a successful, comprehensive financial foundation for the University's first large-scale international deployment.
- Adopted measures to strengthen the balance sheet and preserve the University's credit rating.
- Re-focused procurement strategically resulting in \$750K/year increase in university savings.
- Significantly strengthened cash management by introducing cash flow projections and analysis and negotiating a "daily cash sweep" facility with a local bank.
- Materially strengthened the University's relationship with its cognizant federal agency, the Office of Naval Research.
- Raised the University's profile and level of participation in the Washington-based Council on Government Relations (COGR), leading to Carnegie Mellon's first-ever seat on the COGR board.
- Introduced a strategic space planning process.
- Worked on the design of a course (for the Tepper School of Business at Carnegie Mellon) on "Time as a Finite Resource and a Relative Dimension", with the objective to enhance individual students' awareness of time through a research into the philosophical (notion of time), quantitative (measurement of time, from ancient mechanical devices through biological and carbon-dating) and relative dimensions.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY, Cambridge, MA

Director of Finance

Reporting to the Provost and the Executive Vice President, and working closely with the Treasurer, responsible for the Institute's budget and for developing and implementing its 10-year strategic financial plan. Monitored the Institute's financial position and presented financial summaries and reports to the Corporation's Executive Committee. Assisted the Treasurer in the issuance of bonds and the preservation of its strong financial rating. Reviewed, discussed and consulted on major budget and financial planning issues with trustees, department heads, laboratory directors and representatives of the central administration.

- Introduced an innovative strategic financial planning system and process, using mathematical modeling tools.
- Oversaw development and deployment of NIMBUS, an enterprise-wide system for budget preparation, management and reporting, integrated with both the SAP general ledger and the Oracle data warehouse systems.
- Elected member of the Lifelong Learning Core Team of MIT's Committee on Education Technology, chartered with the development of specific recommendations for the Institute's lifelong learning initiatives.
- As Associate Director of the MIT-ITALY Program, served as the primary fund-raiser for the program. Forged innovative collaborations with Italian industrial partners to train MIT students for success in a corporate setting outside North America.
- As member of the Board of the MIT Press, assisted in drafting a new strategic plan for this important unit of the Institute.

Director of Budget and Financial Planning

Reporting to the Vice President for Finance and the Provost and managing a staff of 14 professionals, supervised the Institute's \$1.4B annual budget, including submission, reporting, forecasting and budget vs. actual analysis. Recommended budget policies and procedures.

HARVARD UNIVERSITY, Cambridge, MA

Director, Office of Cost Analysis

Reporting to the Vice President for Finance and the Director of Budgets and Financial Planning, managed the Office of Cost Analysis (CA). CA had three basic missions: 1) to secure the University's cash flow from indirect cost recovery (approximately \$60M/year); 2) to assess and manage risk related to potential non-compliance with federal regulations; and 3) to represent the University in federal audits and negotiations.

Chair, Harvard CASB Project

Led a task force of 26 financial administrators which oversaw the design and implementation of the University's plan to comply with federal Cost Accounting Standards and related obligations as extended by the Cost Accounting Standards Board (CASB) to the higher education community. The project resulted in the university-wide adoption of significant new accounting policies, and in the approval by the Office of the Inspector General of the US Department of Health and Human Services of Harvard's first comprehensive disclosure statement.

Computer Applications Specialist, Office of the Dean for Administration, Faculty of Arts and Sciences

Developed solutions to complex information-management problems using a variety of computer resources. Reporting to the Dean for Finance and to the Dean for Administration, analyzed financial information and established systems for the budgeting of endowment funds and for financial planning.

Consultant to the Dean for Physical Resources, Faculty of Arts and Sciences

Developed, tested and implemented PHYRE, Harvard's first Physical Resources database for locating employees and buildings. The system was used by managers to address space-related issues in a pro-active way, playing "what-if" scenarios on issues like departmental consolidation in new buildings. This part-time, 20-hour-per-week job was completed while being a full-time second-year MBA student at Harvard Business School.

Financial Analyst, Facilities Maintenance Department

Reporting to Harvard's Vice President for Operations, developed the first annual report for the Facilities Maintenance Department (FMD), a \$60M/year Harvard unit. This assignment was undertaken as a summer job between the first and second years of the MBA program at Harvard Business School.

SELECTED PUBLICATIONS AND INTERVIEWS

Interviewed by Russ Banham for CFO Magazine and quoted extensively in an article about "a new breed of College CFOs" who are innovators in revenue generation, expense control and operating efficiency. Published in the February 2013 issue of CFO magazine: http://www3.cfo.com/article/2013/2/leadership_college-cfos-financial-challenges-austerity (2013)

Interviewed by the Chronicle of Higher Education on the Fulbright German Seminar, for an article that was published in early November 2012: <http://chronicle.com/article/American-Administrators-Get-a/135738/> (2012)

Author of The Falconi Report, a weekly column focusing on finance and the global automobile industry. The column was published simultaneously in English and Italian, and was syndicated on two leading European financial sites: Wallstreeteurope.com and Wallstreetitalia.com. (2001-2002)

SELECTED RECOGNITIONS AND SPEAKING ENGAGEMENTS

Panelist, the Bond Buyer's newspaper Health Care & Higher Education Super Conference, New York, NY. The panel, consisting of one higher education CFO, Stefano Falconi of Simmons College, one higher education trustee, Linda Eremita of Saint Francis University, and one rating agency officer, Edith Behr of Moody's Investors Service, focused on the extraordinary challenges facing by American private colleges and universities in the coming years. (October 2014)

Host and speaker, Nomura Japanese Higher Education Delegation, Boston, MA. Selected to host a delegation of nine Japanese University CFOs and Trustees. The participants were on a fact-finding tour of American Universities to learn and understand the American higher education business model. The tour was sponsored by Nomura Securities. (October 2014)

Representative, Selected by the National Association of Business Officers (NACUBO) to join its Constituent Council as a representative of its Small Institutions constituency. The Constituent Council supports NACUBO in its advocacy of higher education with Congress. (2013)

Co-Presenter, selected by Moody's Investor Services to co-present "What to do when the low-hanging Fruit is Gone". Simmons College was selected by Moody's as one of the most financially improved colleges in the country over the past four years. (2012)

Participant, invited to participate in the first Fulbright Educational Experts Seminar "Do More with Less – Implementing Change in Higher Education Management in Germany" involving visits with the Presidents, their cabinets, senior faculty, and students of five German universities. (2012)

Co-presenter, "Opportunity in Adversity: Using a systematic and rigorously analytic approach to turn fiscal challenges into strategic and competitive advantage", NACUBO Annual Conference, S. Francisco, California. (2010)

Presenter, NACUBO "Campus of the Future" Annual Conference, Honolulu, Hawaii. (2006)

Presenter, Finance and Knowledge International Workshop, Milan, Italy. (2003)

Presenter, SpoletoScienza Symposium, Spoleto, Italy. (2002)

Presenter, International Symposium on the New Economy and Industrial Districts, Bergamo, Italy. (2001)

Presenter, Finance and Knowledge International Workshop, Milan, Italy. (2001)

SKILLS

Technology

Conversant with:

- Ellucian Datatel/Colleague, SAP and Oracle Financials
- Several major operating systems, including Windows (NT, Vista, 7 and 8), and MacOS
- Spyware detection tools (Webroot SpySweeper)
- Firewalls (Zone Alarm) and anti-virus tools (Kasperski Endpoint Security, Symantec Antivirus)
- Client-server, communications and telephony technologies

Expert user of: Microsoft Office suite, Mozilla Firefox, several database tools, and search engines

Instructor and Tester:

- Former Author and instructor of the three-day course "Programming with Paradox" offered by Harvard University's Office of Information Technology.
- Former beta tester, Borland database products division and Lotus Development Corporation Advanced Technology Group.

LANGUAGES

Fluent English and Italian; good reading comprehension of German, French, Latin and ancient Greek.

LEGAL

Member, Italian Bar, accredited to practice law in the European Union.

- As Partner, Studio Legale Notarile Cicogna, Verona, Italy, served large corporate clients, including major Italian banks and multinational corporations such as Volkswagen and Air Liquide. Co-authored one of Italy's first law office automation packages, written in COBOL on a Data General Micro-Eclipse minicomputer (1987-85.)