



ASSOCIATION FOR
FINANCIAL
PROFESSIONALS

AFP's Partnership with Virginia Tech's Calhoun Discovery Program: **Redefining the Role and Expectations of CFOs**

The Association for Financial Professionals (AFP) has joined the Calhoun Discovery Program at Virginia Tech as an Industry Partner. AFP's objective in this ground-breaking collaboration is to redefine the role and expectations of the CFO function as a strategic business partner across the enterprise by incorporating multidisciplinary thinking into the finance organization. AFP joins Boeing, Caterpillar, GE Appliances, GE Aviation, and other organizations as partners supporting the mission of the Calhoun Discovery Program.

Through this partnership, AFP and Virginia Tech have created a Financial Planning and Analysis (FP&A) work cell that creates opportunities for students to break down traditional academic barriers by collaborating with students from other disciplines to tackle real-world problems alongside multiple industry leaders.

To guide our participation in the program, AFP has named Loren Starr as CFO Advisor. In this role, Starr will act as a liaison between AFP and participating companies to define projects for the FP&A work cell for each academic year and to assist AFP in developing resources to help the finance profession to succeed in Industry 4.0. Starr is currently Vice Chair of Invesco Ltd., where he also served as CFO for nearly 15 years. Prior to Invesco, Starr was CFO of Janus Henderson Investors, and held senior finance roles with Putnam Investments, Lehman Brothers, and Morgan Stanley.

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Multidisciplinary Approach:

The multidisciplinary approach championed by the program and its founder David Calhoun, CEO of Boeing, approaches problems by considering economic viability, as well as technological feasibility, ecological and socioeconomic sustainability, and inclusive human capital development. The solutions developed through the program will address each of these four areas to ensure sustainable and equitable development.

AFP is seeking companies that will:

- Provide an experienced, high-performing FP&A professional to participate in the program as a Visiting Professor of Practice.
- These individuals will work with students, faculty, partner organizations, and other Visiting Professors of Practice to suggest projects for the work cell each semester and participate in project selection.
- They will also mentor students throughout the academic year as they work on these projects.
- Opportunities to engage groups of junior and senior students to address more sensitive or confidential projects. In such cases, the company will develop an agreement with the students that addresses, among other factors, confidentiality and non-disclosure. Often, the students involved in these projects become attractive new hires for the companies upon their graduation.

The expected time commitment from each Visiting Professor is eight hours per month. While most work will be done remotely, Visiting Professors may be asked to attend an in-person kickoff each academic year, the expenses for which will be reimbursed by Virginia Tech.

Each Visiting Professor will have the opportunity to apply the experience and learnings from participation in the program to their own companies, better preparing their FP&A team to be a strategic business partner across the enterprise and contributing to better outcomes that support the strategic, as well as financial, objectives of the company.



This program is a collaboration of AFP and the Calhoun Discovery Program



For Information:

Companies interested in learning more about how they can participate in the program are encouraged to contact AFP's Jeff Glenzer, CFP®, Executive Vice President and Chief Operating Officer, at jglenzer@AFPonline.org or 301.961.8872.