CASE STUDY
TU Treasury: Identifying University Treasury Best Practices

Recommendations
• Cash forecasting is universally the central treasury function.
• University and corporate treasury offices have the same structure and responsibilities.
• TU Treasury management's aspirations for treasury are consistent with peer university interview findings and with Association for Finance Professionals (AFP) broad survey data.
• TU Treasury has fewer employees than would be expected compared to survey data and peer university interviews.
• TU Treasury's behaviors are consistent, excepting headcount, with peer universities when adjusted for budget size and endowment size.
• Strengthening the cash forecasting function in TU Treasury by adding a qualified financial analyst would pay for itself based on projected lower operating cash requirements, lower borrowing costs, and more active, but not riskier, cash management activities including use of a bank line of credit as an operating cash backstop.

Results
Following the project, the TU Treasury received approval to allocate $200,000 to implement the Fox MC team’s recommendations.