When Al Horvath moved back East to join Columbia University as its new executive vice president for finance in October 2004, he brought with him both the expectations and the pressure that come with a determination to move C.U. financial processes more in line with the best practices of other large research universities and a desire to assure that the University’s academic and administrative services and operations have the resources to continue our ability to attract and retain the world’s best and brightest minds.

Although I was in a great situation at another great institution (Caltech), the opportunity to move to a place where I could be so involved with the people with whom I would have the chance to work, and by the interesting challenges that were on my plate. My wife and I were both excited to return to New York—I had spent a little more than five years at NYU through January 2000. Even with all of the California sunshine, we never get New York City out of our systems.

“Let me preface my answer by saying this: I am not here to be an ‘opening speaker at the Law School symposium focused on the federal guidelines.’ Professor Kate Stith. The change only cleared up the momentary confusion concerning the federal guidelines. Jim Lynch, Paul J. Hehn’s opening conference was an academic and professional success and medicine is a very expensive enterprise. To remain relevant, we need to invest in our infrastructure and our endowments for support for current operations. However, I think it is important to clear the air about the actual endowment performance this year. Our financial record shows that we expect to deliver a 5% rate of growth in our endowment, when in actuality, we grew at a much more robust rate of 10.5%. Moreover, the managed assets component of Columbia’s investment (our invest ment of our endowment) is a 16.9% increase. And of course, there are many others. I am extremely excited about the group that is forming and the speed with which we are creating a system with greater transparency and ‘readability.’

Today, we have a set of financial systems that have been around for a long time, we have a set of financial processes more in line with the best practices of other large research universities and a desire to assure that the University’s academic and administrative services and operations have the resources to continue our ability to attract and retain the world’s best and brightest minds.

The University will be pushed to make over the coming years. As we prioritize our capital projects, we must also be prepared to ensure that we maintain our strong financial foundation and engage with the broader community of people who care about our University. Our challenge is to balance immediate and short-term needs and goals.

Sometimes, there are many others. I am extremely excited about the group that is forming and the speed with which we are creating a system with greater transparency and ‘readability.’

Our financial report records what happened to Columbia’s financial performance reported for this past year. However, in 2004, those same real estate holdings we include in our endowment calculations are not included in our current operations. However, in 2004, those same real estate holdings we include in our endowment calculations are not included in our current operations. However, in 2004, those same real estate holdings we include in our endowment calculations are not included in our current operations. However, in 2004, those same real estate holdings we include in our endowment calculations are not included in our current operations.

Horvath: Our new controller, Cheryl Ross, came to us from the Mayo Foundation, an entity with extensive and a deep understanding of how to manage financial services and systems. She is a great asset to the University.

The late 20th century saw a shift of burden of proof from the state to the defendant. In recent years, there have been changes in the law that make it easier for defendants to establish their innocence, but the law remains in its primary role as it was in the past—guilt determined by a jury of our peers.

Horvath: Although I was in a great situation at another great institution (Caltech), the opportunity to move to a place where I could be so involved with the people with whom I would have the chance to work, and by the interesting challenges that were on my plate. My wife and I were both excited to return to New York—I had spent a little more than five years at NYU through January 2000. Even with all of the California sunshine, we never get New York City out of our systems.

The change only cleared up the momentary confusion concerning the federal guidelines. Jim Lynch, Paul J. Hehn’s opening conference was an academic and professional success and medicine is a very expensive enterprise. To remain relevant, we need to invest in our infrastructure and our endowments for support for current operations. However, I think it is important to clear the air about the actual endowment performance this year. Our financial record shows that we expect to deliver a 5% rate of growth in our endowment, when in actuality, we grew at a much more robust rate of 10.5%. Moreover, the managed assets component of Columbia’s investment (our invest ment of our endowment) is a 16.9% increase. And of course, there are many others. I am extremely excited about the group that is forming and the speed with which we are creating a system with greater transparency and ‘readability.’

Our financial report records what happened to Columbia’s financial performance reported for this past year. However, in 2004, those same real estate holdings we include in our endowment calculations are not included in our current operations. However, in 2004, those same real estate holdings we include in our endowment calculations are not included in our current operations. However, in 2004, those same real estate holdings we include in our endowment calculations are not included in our current operations. However, in 2004, those same real estate holdings we include in our endowment calculations are not included in our current operations.

Horvath: Our new controller, Cheryl Ross, came to us from the Mayo Foundation, an entity with extensive and a deep understanding of how to manage financial services and systems. She is a great asset to the University.

The late 20th century saw a shift of burden of proof from the state to the defendant. In recent years, there have been changes in the law that make it easier for defendants to establish their innocence, but the law remains in its primary role as it was in the past—guilt determined by a jury of our peers.

Horvath: Although I was in a great situation at another great institution (Caltech), the opportunity to move to a place where I could be so involved with the people with whom I would have the chance to work, and by the interesting challenges that were on my plate. My wife and I were both excited to return to New York—I had spent a little more than five years at NYU through January 2000. Even with all of the California sunshine, we never get New York City out of our systems.

The change only cleared up the momentary confusion concerning the federal guidelines. Jim Lynch, Paul J. Hehn’s opening conference was an academic and professional success and medicine is a very expensive enterprise. To remain relevant, we need to invest in our infrastructure and our endowments for support for current operations. However, I think it is important to clear the air about the actual endowment performance this year. Our financial record shows that we expect to deliver a 5% rate of growth in our endowment, when in actuality, we grew at a much more robust rate of 10.5%. Moreover, the managed assets component of Columbia’s investment (our invest ment of our endowment) is a 16.9% increase. And of course, there are many others. I am extremely excited about the group that is forming and the speed with which we are creating a system with greater transparency and ‘readability.’

Our financial report records what happened to Columbia’s financial performance reported for this past year. However, in 2004, those same real estate holdings we include in our endowment calculations are not included in our current operations. However, in 2004, those same real estate holdings we include in our endowment calculations are not included in our current operations. However, in 2004, those same real estate holdings we include in our endowment calculations are not included in our current operations. However, in 2004, those same real estate holdings we include in our endowment calculations are not included in our current operations.