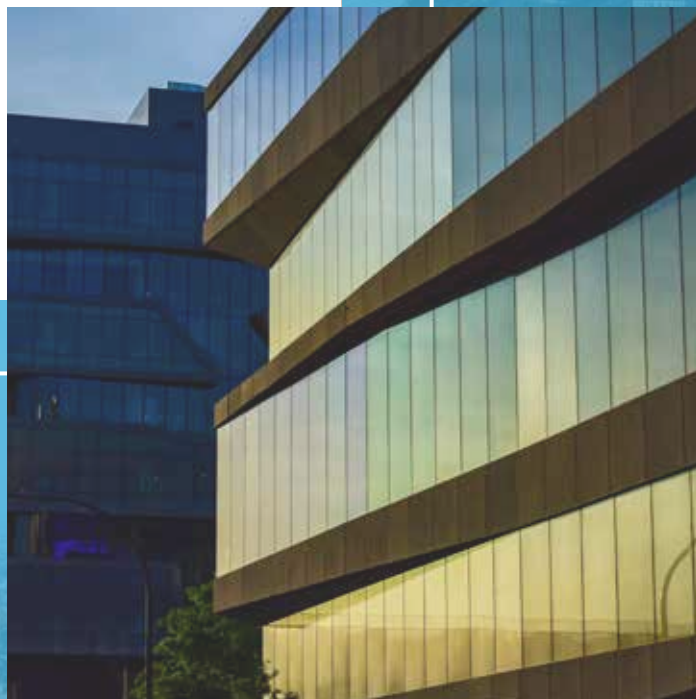
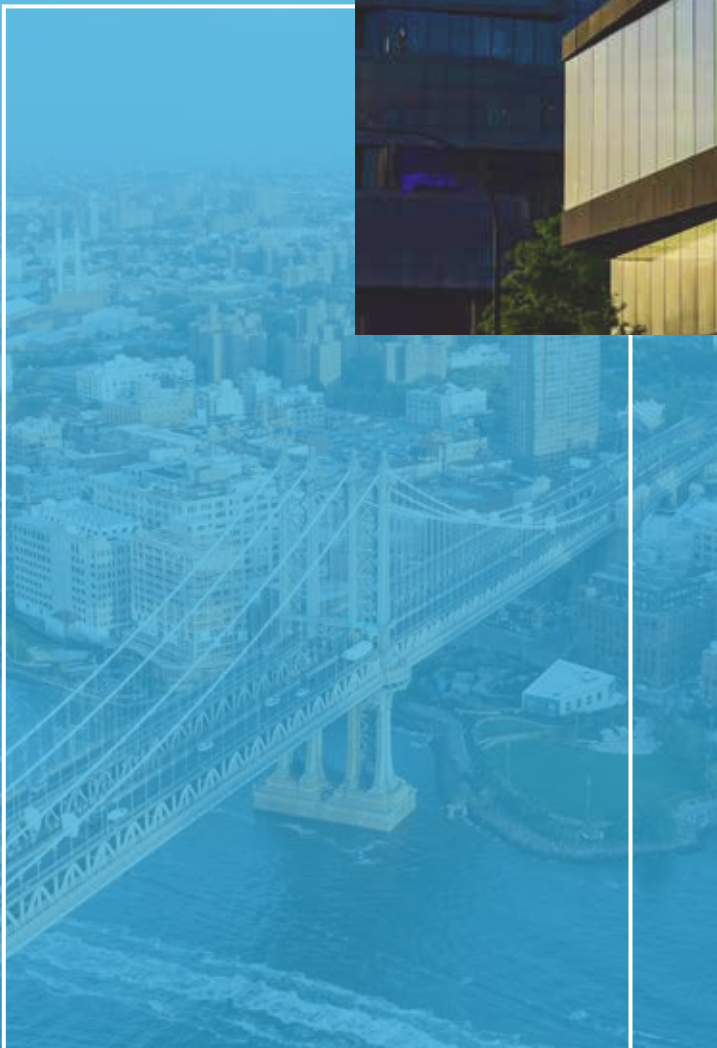
A blue-tinted photograph of the New York City skyline, featuring several prominent skyscrapers. The image is framed by a white border.

Chief Financial Officer Program

Columbia Business School is the only Ivy League institution that delivers a learning experience where academic excellence meets real-time exposure to the pulse of business in New York City.



Established in 1916, Columbia Business School is among the most prestigious business schools in the world.



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Program Overview

As the global economy and organizations have evolved, so has the role of the Chief Financial Officer (CFO). Organizations are witnessing profound changes because of global crises, innovations in technology, business models, and rising expectations from boards and stakeholders.

Today, the CFO's role has expanded beyond the duties of financial reporting and statutory compliance. The modern CFO acts as a strategic leader who drives direction and growth across the organization, while leveraging financial data and analytics in an increasingly dynamic regulatory environment. CFOs are seen as inspirational, long-term value leaders who drive innovative strategies to accelerate the digitization of finance. That's why now, more than ever, CFOs must be strategic partners, able to nimbly execute and assertively communicate the strategies that will propel their companies forward.

The Chief Financial Officer Program from Columbia Business School Executive Education will help financial leaders take the next step in their careers. Through a comprehensive curriculum driven by world-class faculty and the latest industry research and insights, senior leaders will develop the knowledge and skills to seamlessly transition into the CFO role. This program will help participants drive financial frameworks that embrace global business strategies while preparing them to manage investors, analysts, and the board to optimize business efficiency.

It tackles various themes during the multimodal learning journey of 9 to 12 months structured around value creation, capital markets, risk management, leadership, and relevant skill



development for the CFO role. At the end of this program, participants will emerge equipped with the skills, tools, and frameworks needed to lead financial transformation and handle increasingly complex challenges being faced by their organizations.

Program Highlights



Core Curriculum

Kick-start your program journey with 18 weeks of core online learning, imparting essential skills for the CFO role.



Weekly Live Sessions

Experience live online sessions with success coaches as well as periodic guest lectures from faculty, industry leaders, and career advisors.



World-Renowned Faculty

Learn from Columbia faculty, thought leaders, and financial industry experts.



Peer Learning

Learn from high-achieving peers from around the globe and build your network.



Choice of Electives

Select from relevant topical electives to gain skill sets specific to your career goals.



Success Coach

Craft your learning journey in line with your career goals with a success coach assigned to your cohort.



Networking Event

Interact with faculty, peers, and global industry leaders at a two-day optional on-campus networking event.



CIBE Holder Benefits

Receive Certificate in Business Excellence benefits upon completion and become part of a distinguished global community.



Program Curriculum

The Chief Financial Officer Program is a flexible learning journey designed for senior leaders in finance. You will learn through online and interactive sessions, fireside chats, and guest lectures led by Columbia faculty and global industry leaders. The program offers an expertly developed curriculum that will equip you with the necessary tools to drive financial strategy and lead digital transformation at your organization.



Program Orientation

June 2024



Core Modules: Online | 18 Weeks

- Strategic Leadership
- Leveraging Financial Data and Analytics
- Driving Innovation and Transformation



Online Electives | Six Weeks Each (Select Two)

- Corporate Governance
- ESG Investing
- Foundations of Venture Capital
- Mergers and Acquisitions
- Value Investing



Open-Enrollment Electives: In Person

Choose one program as an elective from a limited selection of Columbia's Open-Enrollment programs.* **Click** to learn more.

**Restrictions based on program length and approval of program leader.*



On-Campus Networking Event | Two Days

Meet your cohort peers and faculty in person on the Columbia Business School campus in New York City during an optional two-day networking event. This event provides you an opportunity to network with your peers as well as professionals from other cohorts to create a lifelong community of global executives.

Note: Session topics are subject to change.



Core Modules

The Chief Financial Officer Program will provide you with the tools and frameworks to enhance your financial leadership and sharpen your decision-making skills. It will help you evaluate current strategies against financial metrics and drive growth while creating value for your organization

Strategic Leadership

The modern CFO is expected to drive an organization's direction and growth through strategic decision making. This program looks at a CFO's leadership and its role within the C-suite, drawing on the insights of top CFOs.

- Measuring strategy
- Qualities of a financial leader
- CFO as strategic partner to the CEO
- Raising capital and managing investors
- Regulatory compliance

Leveraging Financial Data and Analytics

To maximize an organization's financial performance, CFOs must utilize a growing volume of data and include analytics within their decision-making process. This program provides a framework for understanding and forecasting a business and its potential value.

- Operating cycle and value drivers
- Defining good stewardship of capital
- Macro revenue factors, materials, and supply chains
- Capacity and capital expenditure
- Capital structure
- A global market: foreign currency
- Bringing it all together: valuation

Driving Innovation and Transformation

To create long-term value for their organizations, CFOs need to forecast risks and uncertainties. This program covers key factors and complex challenges that impact long-range planning, providing the tools needed for a CFO to lead transformational change at their organization.

- Financial sustainability
- Capital allocation
- Mergers, acquisitions, and integration
- Labor, talent, and compensation
- Managing performance and compensation
- Information systems and tomorrow's CFO

Online Electives

During the Chief Financial Officer Program, you will be able to choose two electives from relevant areas of specialization. These electives are designed to supplement the core learning process, enhance your skill sets, and explore practical strategies that help advance your career. Each elective is taught over approximately six weeks.

- **Corporate Governance**
- **ESG Investing**
- **Foundations of Venture Capital**
- **Mergers and Acquisitions**
- **Value Investing**

Note: Electives are subject to change.



Open-Enrollment Electives

Select one program in person from relevant specializations that are designed to help you lead growth and drive change in a dynamic business environment. Participants can work with their success coach to identify the best fit for them based on their goals. Some of the examples include:

- **Developing and Leading High-Performance Teams**
- **Driving Strategic Impact**
- **Financial Analysis and Valuation**
- **Leading in a Data-Driven World: Developing Quantitative Intuition**
- **Real Estate Investing**
- **Venture Capital**

Note: While Columbia Business School Executive Education will attempt to accommodate participant preference selections, we cannot guarantee that all preferences will be granted due to the high demand for our open-enrollment programs.

Electives are subject to change.



Capstone Project

In the capstone project, you will develop a CFO challenge handbook that applies the key insights of the program within the context of your own organization. Each of the last eight modules in the program provides a different set of challenges and strategic questions to address. You will document your responses to those challenges as part of weekly submissions to put together the full document. Upon completion, the handbook will provide you with a guide to implementing what you have learned in the program to advance and lead your own organization. Challenges addressed in the handbook include:

- **Leadership as a CFO**
- **Conflict with the CEO**
- **Creating a strategic allocation plan**
- **Evaluating a transformational deal**
- **Addressing current trends in compensation**
- **Balancing stakeholders' needs**
- **Reducing compliance risk**
- **Driving organizational innovation**



Meet the Faculty

Shivaram Rajgopal *Faculty Director*



Shivaram Rajgopal is the Kester and Byrnes Professor of Accounting and Auditing at Columbia Business School. He has also been a faculty member at Duke University, Emory University, and the University of Washington.

Rajgopal's research interests span financial reporting, earnings quality, fraud, executive compensation, and corporate culture. His research is frequently cited in popular press, including *The Wall Street Journal*, *The New York Times*, *Bloomberg*, *Fortune*, *Forbes*, *The Financial Times*, *Business Week*, and *The Economist*.

He teaches fundamental analysis of financial statements for investors, managers, and entrepreneurs and a PhD seminar on accounting regulation.

Key awards include the 2006 and 2016 American Accounting Association (AAA) Notable Contribution to the Literature, the 2006 and 2016 Graham and Dodd Scroll Prize given by the Financial Analysts Journal, and the 2008, 2012, and 2015 Glen McLaughlin Award for Research in Accounting Ethics.



Contributing Faculty

Engage with Columbia Business School's world-class faculty and practitioners renowned for their cutting-edge research in finance, accounting, and business. Many have contributed key insights and analyses to some of the world's largest institutions.



Karim Bennis
Group CFO of
Etisalat



John V. Faraci
Executive in Residence,
Columbia Business
School



Jesse Greene
Executive in Residence,
Columbia Business
School



Douglas Maine
Executive in Residence,
Columbia Business
School



Ravi Mallela
CFO of
First Hawaiian Bank



Paul Shoukry
CFO of
Raymond James
Financial, Inc.



Note: Faculty list is subject to change.

Certificate in Business Excellence



Columbia Business School Executive Education hereby awards the

Certificate in Business Excellence

For participating in the following

Chief Financial Officer Program

To

Executive's Name Here

issued on start date/end date

A handwritten signature in black ink, reading 'Costis Maglaras'.

Costis Maglaras
Dean and David and Lyn Silfen
Professor of Business



Upon completion of the Venture Capital Private Equity Program, participants are awarded the Certificate in Business Excellence from Columbia Business School Executive Education. The certificate is a recognition of their achievement and the investment they and their organization have made in their education and development.

As a Certificate in Business Excellence holder, you will receive a 25 percent tuition benefit for full-price Executive Education in-person programs lasting three and four days and all full-price online programs.

Exclusions apply**

Certificate holders will also be awarded select Columbia Business School Alumni benefits.

Your digitally verified certificate will be issued in your legal name and emailed to you, at no additional cost, upon completion of the program, including all modules of the program (online, in person, or live online, inter-module). All certificate images are for illustrative purposes only and may be subject to change at the discretion of Columbia Business School Executive Education.

Select Alumni Benefits



Access to Columbia Business School Alumni Career Services resources, including unique career content, a job board, an online networking platform, the alumni directory, and more



Invitations to alumni events and programs around the world



Eligibility to join Columbia Business School alumni clubs



Global networking opportunities



Lifetime Columbia Business School forwarding email address



Subscription to our alumni publication *Columbia Business*



Participant Profile



The Chief Financial Officer Program is uniquely designed to suit professionals with a strong finance background from diverse industries. Individuals new to the CFO role or stepping into such a financial leadership role will benefit from the in-depth curriculum, expert faculty, and invaluable networking opportunities.

Participants should have:

- ▶ A minimum of 10 years of work experience in finance
- ▶ Fluency in written and spoken English
- ▶ International exposure (preferred)

Application Details

To apply to the program, please complete the online application form.

[Apply Now](#)

Application Deadlines and Fees

Round 1

Date: April 16, 2024

Fee: US\$200

Round 2

Date: May 14, 2024

Fee: US\$200

Round 3

Date: June 6, 2024

Fee: US\$200

Program Fee: US\$28,000

Inclusions: Teaching fees, all academic material, and access to online coursework.

Exclusions: Accommodation for the in-person elective, travel expenses (domestic, international, visa fee, and more), and other expenses not specifically mentioned in the fees.

Please note that admissions to the program are evaluated on a rolling basis. We strongly recommend that interested participants apply early. The two-day optional on-campus networking event takes place in the United States. For those applicants who need a visa to travel to the United States, it is recommended that you apply early to allow sufficient time for your visa processing formalities.



Columbia Business School Board

INNOVATION

About Columbia University



Columbia University was founded in 1754 as King's College by royal charter of King George II of England. It is the oldest institution of higher learning in the state of New York and the fifth oldest in the United States. After the American Revolution, King's College briefly became a state entity and was renamed Columbia College in 1784.

Columbia administers the Pulitzer Prizes annually. 84 Nobel laureates have been affiliated with the University as students, faculty, or staff—the second most of any institution in the world. Columbia is one of the 14 founding members of the Association of American Universities and was the first school in the United States to grant the MD degree. Today, the University operates Columbia Global Centers overseas in Amman, Beijing, Istanbul, Mumbai, Nairobi, Paris, Rio de Janeiro, Santiago, and Tunis.

Notable alumni and former students of the University and its predecessor, King's College, include:

- ▶ 5 Founding Fathers of the United States
- ▶ 9 Justices of the United States Supreme Court
- ▶ 20 current billionaires
- ▶ 28 Academy Award winners
- ▶ 29 Heads of State, including 3 United States Presidents

About Columbia Business School

Columbia Business School is the business school of Columbia University. It was established in 1916 to provide business training and professional preparation for undergraduate and graduate Columbia University students. It is one of six Ivy League business schools, and its admission process is among the most selective of top business schools.

Columbia Business School is one of the world's leading business schools and prides itself on its excellent faculty who provide students with superior knowledge and thought leadership across divisions and disciplines. Its location in New York City and strong ties to industry offer students access to top business minds, and the diverse community spans sectors and nations, making an impact in small startups as well as established industries.

Columbia Business School is perhaps best known for value investing and the seminal work completed in that area by professors Benjamin Graham and David Dodd. It is affiliated with 13 winners of the Nobel Prize in Economics, including former professor Robert Mundell and current professors Joseph Stiglitz and Edmund Phelps—more than any other business school in the United States. The school has an international emphasis, and many alumni have achieved distinction in the public as well as the private sector.





Columbia Business School Executive Education is collaborating with online education provider Emeritus to offer a portfolio of high-impact programs. These programs leverage Columbia Business School Executive Education's thought leadership in management practice developed over years of research, teaching, and application.

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[Apply Now](#)

[Schedule a Call](#)