

Rebecca Short

Senior Director, Head of Investment Operations

Challenging processes and reducing complexity requires expertise, leadership, and someone like Rebecca Short, Senior Director, Head of Investment Operations, who truly loves technology and innovation.

As we spotlight our Investment Operations Team, Rebecca shared the many hats her team wears in supporting successful transaction executions and recordkeeping, her push to transform all things paper to digital, and the important role she wants to play in creating more opportunities for young girls and women in the workplace.



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Describe the work of the Investment Operations team and how they support the overall ORIX USA business.

The Investment Operations team is responsible for the investment transaction execution and recordkeeping for all corporate finance deal teams. Our core responsibilities include maintaining the accuracy of our investment holdings, cash flow, and income accrual records in the investment accounting subledger systems, supporting timely deal closing and trade order execution across our internal teams and counterparties, responding to lender and borrower inquiries, and supporting investor holdings and transactional reporting informational needs. We are the administrative agent for our direct lending teams and the central liaison between the investment and shared service teams such as Accounting, Treasury, Risk, Legal, IT, custodians and trustees, fund administrators and investors. Day-to-day we focus on data quality and governance through detail transactional reviews and reconciliations to our

custodians and trustees as well as policy adherence through quality control processes as the gatekeeper between the deal team and Treasury.

Explain your specific role, daily projects, and responsibilities.

As the Head of Investment Operations, I set the strategy to ensure the ORIX USA corporate finance teams are supported in the transaction execution and independent recordkeeping for the wide range of asset classes held within our investment mandates. Much of my day consists of coordinating with my team and IT to continually challenge our current business processes with the goal to build a digitized, straight-through operational execution and support model to allow our business to nimbly scale in volume and complexity. I work on various projects supporting the design of new business process workflows, rethinking how we utilize correlated data to drive more efficient transactional reviews, and reducing complexity in our investment closing, onboarding, and servicing processes.

Describe your career journey and what led you to the financial services industry.

My career journey has been atypical for an investment operations professional. My early roles were as an internal auditor at accounting firms designing, documenting, and testing internal controls over financial reporting for public companies in industries including telecom, retail and manufacturing, utility distribution, oil and gas exploration, and pharmaceutical research.

I joined ORIX USA in 2010 as a Senior Auditor focused on the SOX testing program. My intent was to learn the business through Internal Audit and then find a role where I could make an impact as a business process owner. In 2017, the Investment Operations team had an opening for a manager and I reached out to the department leadership to see if it was a good fit. I've been applying my business process expertise and love of technology and innovation in operational execution to support the ORIX USA business model evolution ever since.

What is a major professional achievement to date?

One of my focus areas has been to migrate approval processes out of wet-ink or e-mail-based execution and into digital workflows. Whether it's our pipeline deal approvals, deal settlement wire approvals, daily bank to subledger cash reconciliation reviews, watch list change approvals, or detail transactional data entry reviews – I've led the efforts to transform our workflows from highly paper-based to digitized – and in a few instances mobile-enabled – tools to support efficient execution and retention of key approvals.

What do you think is the biggest challenge facing women in the workplace is today?

Work-life balance. As we move towards more real-time, "always available" employment models, women increasingly struggle to maintain the balance and create boundaries. Hybrid work and flexible work hours create opportunities for women to pursue professional goals while also managing family responsibilities. My hybrid work schedule allows me to eat dinner with my family at least two nights a week as well as to avoid the stress of the evening rush hour commute.

How important is it for you to serve as a role model for other women?

I've long been a proponent of creating opportunities for women to lead in the workplace. Teams are stronger with a range of perspectives – both male and female – that have an equal opportunity to have a voice, but we still see a wide gender gap in leadership roles, especially in financial services. Through our Women of ORIX Employee Network, we create opportunities for women to see other women in roles of influence and impact.

You also have to build skills for women from an early age. I'm a lifetime member of the Girl Scouts. As a troop leader, cookie and fall product manager, and business manager for a summer camp, I help create leadership opportunities for girls through girl-centric programs focused on developing financial literacy, business ethics, and tactical risk-taking skills.

What are your interests outside of work?

I rarely sit still. Outside of work you'll find me – with my husband and three children in tow – volunteering, working on a DIY project, and watching Longhorn football. I'm a second- and my husband is a fourth-generation Longhorn, so Texas football is in our blood. We also enjoy travelling throughout the U.S. and camping with Girl Scouts and Cub Scouts. This past January I spent 15 hours loading, unloading, sorting, and distributing 6,000 boxes of Girl Scout cookies to 30 Girl Scouts in the two troops I support as Troop Cookie Manager.



Rebecca, her husband, and three kids enjoy the summer camp activities as part of their involvement with the Girl Scouts.