



Nashville, Tennessee

Director of Finance and Operations

The School

Located on two campuses in Nashville, Tennessee, Ensworth School is a coeducational college preparatory day school enrolling approximately 1,130 students in kindergarten through twelfth grade. Serving families from more than 51 zip codes in and around Nashville, Ensworth is recognized among the leading independent schools in the nation. The school's challenging academic program is embedded in a culture of support and encouragement and reflects a commitment to the core skills of observation, collaboration, communication, analysis, questioning, evaluation, and most importantly, the application of knowledge. Graduates have the adaptability, resilience, and resourcefulness necessary for success in the 21st century and are not only prepared to meet the demands of the future but are also imbued with a sense of purpose and service to others.



Founded in 1958 by parents who desired a coeducational day school that would provide a high quality academic program, Ensworth began with 152 students in grades one through eight. Over the course of the next three decades, enrollment grew steadily, additional facilities were added, and fundraising efforts were begun. Generous financial support from the community enabled the



school to develop and offer a number of unique programs, while critical initiatives in technology integration and curriculum review strengthened academics. In 2002, the Board of Trustees began an ambitious plan to launch a high school program. A major capital campaign, along with a bond, provided the necessary funds for the purchase of 127 acres of land for the second campus and development of the upper school curriculum. Two years later, Ensworth opened its doors on the new campus, and the school graduated its first class of seniors in 2008.

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Mission Statement

Ensworth is a kindergarten through twelfth grade, coeducational independent school. The School promotes academic excellence and inspires students to be intellectually curious, to use their talents to the fullest, to be people of integrity, and to be contributors to society.

Vision Statement

We envision a school community dedicated to following the highest principles with the greatest love, as characterized by moral integrity, intellectual vitality, discipline, compassion, humor, and joy.

We envision a school where a deep sense of community and belonging pervades all aspects of school life, where all members participate in a broad array of diverse activities both in and out of the classroom, and where collaboration, integration, and tradition thrive.

We envision a school committed to growth and learning for all members of its community, as reflected in communication that is open, honest, and direct, in decision-making that is inclusive, flexible, and efficient, in school governance that is clear and transparent, in practices that honor diversity of mind, and in opportunities for faculty development and innovation as fundamental components of their professional responsibilities.

And we envision a school that reaches beyond itself to its broader community, that embraces service opportunities, and that serves as a leader in the national educational community.

The Opportunity

Ensworth School is a large and complex organization. The institution has experienced tremendous growth and expansion over its nearly 60-year history, and, not surprisingly, the financial management and oversight of the physical plant has become more challenging as well. In recent years, Ensworth has expanded its offerings of ancillary programs, including a variety of camps, athletic leagues, and clubs, which adds yet another dimension of fiscal complexity. The next several years will continue to be ones of growth and development. In the spring of 2017, the school launched a \$40 million capital campaign for endowment and building projects that will



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Fast Facts

Location: Two campuses in Nashville, Tennessee

Enrollment: 1,130

Grades: K-12

Head of School: David Braemer, appointed in 2012.

Board of Trustees: 24 members and 4 ex officio members

Total Faculty and Staff: 250

Budget: \$30 million

Annual Fund: \$1.1 million

Endowment: Nearly \$72 million

Debt: \$23.5 million

Tuition: \$22,145-\$29,300

Financial Aid: \$2.9 million

Accreditation: Southern Association of Colleges and Schools (SACS); Southern Association of Independent Schools (SAIS).

provide for significant renovation and redesign of the Dining Hall, the Lower School, and a major road along the perimeter of the Lower and Middle School campus. The initial phase of construction on the road project has been completed, and work has begun on the Dining Hall, which is expected to be finished by August 2018. Renovation of the Lower School is anticipated to begin in Spring 2019 with a completion date of August 2020.

With an operating budget of \$30 million, approximately \$140 million invested in facilities, and an endowment close to \$72 million under his or her purview, the next Director of Finance and Operations will need to be an experienced and sophisticated financial executive who is adept at dealing with a dynamic, mission-driven organization that is constantly evolving and broadening its scope.



Responsibilities

As a member of the senior administrative team reporting to the Head of School, the Director of Finance and Operations (DFO) is accountable for the financial and operational health of Ensworth School. He or she works closely with the Board of Trustees and participates in strategic planning and high-level decision-making to

ensure that the school's finances are managed in a way that optimizes delivery of its mission. In addition to providing fiscal oversight and guidance, the DFO is responsible for facilities, construction and renovation, food services, and transportation, with an organization that presently consists of 7 direct reports and a total team of 40 employees. Specific responsibilities include, but are not limited to, the following:

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- Partnering with the Head of School and the Finance Committee of the Board of Trustees on all issues of strategic import concerning school finances, facilities, and daily operations.
- Developing financial models and projections for strategic planning, business planning, and budgeting that balance the school's current reality with its aspirations and long-term sustainability.
- Managing the business office, facilities, transportation, food services, human resources, and ancillary programs and ensuring that all departments are optimally structured for maximal operating efficiencies.
- Leading and directing the preparation of the operating budget, including incorporating input from key administrators and faculty and managing the budget upon its approval by the Board.
- Making certain that necessary and efficient systems, processes, technology, and controls are in place to carry out all financial and administrative functions of the school.
- Supervising all renovation, new construction, and ongoing facilities maintenance on both campuses.
- Overseeing banking relationships, cash and debt management, and investment of operating cash, reserve funds, and endowment.
- Preparing and presenting accurate, timely, clear, and concise financial reports on both monthly and annual bases for the Head of School and the Finance Committee.
- Facilitating an annual audit of the school's statements of financial position, activities, and changes in net assets and cash flow.
- Developing and maintaining positive and productive relationships with faculty, staff, and parents and cultivating an ethic of high quality customer service among Business Office staff.
- Overseeing all fiscal reporting activities for the school and ensuring legal and regulatory compliance.
- Supervising, retaining, and, as necessary, hiring knowledgeable and hardworking directors of the business and operations functions under his/her management.

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Candidate Qualities

Leadership

A strategic thinker who sees the “big picture,” anticipates future needs, and is able to articulate a well-conceived plan to achieve goals.

A financial executive whose experience, force of intellect, character, technical knowledge, and expertise engender support and trust among others.

A confident and experienced manager who directs the efforts of others through open communication and collaboration.

A leader who motivates and empowers people through artful delegation while retaining ultimate accountability.

An accessible, visible, and engaged person who is an active and positive presence in the daily life of the school.

Experience

A minimum of 10 years of experience in senior level finance and operations positions, ideally in an independent school, a not-for-profit institution, or an organization that requires a skillset that could be transferrable to the unique nature of an independent school.

A strong track record of advising at the highest level and participating in major strategic decisions that have profound long-term implications for an organization.

Experience using sophisticated financial models for analyzing new opportunities for an organization, determining the associated financial implications, and recommending and implementing a prudent course of action.

A career that includes involvement in budgeting, accounting, financial analytics, human resources, risk management, facilities, food services, transportation, and ancillary programs.

Background working with multiple constituencies such as parents, faculty, staff, and board members.

A history of successfully managing a large and diverse staff toward the achievement of common goals.

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Skills and Knowledge

A broad and deep knowledge of financial management and skill in implementing its associated administrative processes, budgeting procedures, and accounting systems. Familiarity with physical plant management, including financing, renovation and new construction, maintenance, and day-to-day operations.

Excellent interpersonal skills and the ability to develop genuine relationships throughout the School and building upon them to exercise leadership among the board, administrators, faculty, staff, and parents.

Strong natural competencies in verbal and written communications that allow one to educate others about the importance of sound financial management and to explain complicated fiscal matters to non-financial constituencies.

The ability to use, learn, and evaluate financial software systems.

A solid understanding of taxation and regulation issues.

The capacity to explore trends, both within an organization and in the broader context, and to make recommendations accordingly.

Personal Attributes

An individual of unquestioned honesty and integrity.

A results-oriented person who is able to multitask effectively and to prioritize competing demands.

One who is self-directed and well organized, with the flexibility and practicality to respond to unexpected situations.

An innovative thinker who is willing to explore new ideas and to embrace change.

One who is comfortable with rapid growth and ambiguity and who performs well in a large and complex organization.

An accessible and approachable person with a “service ethic” who demonstrates sincerity, caring, and sensitivity in his or her interactions with others.

A team player with a collaborative spirit and a sense of humor.

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Other Considerations

<u>Compensation:</u>	Competitive with comparable organizations in the region.
<u>Travel:</u>	Minimal.
<u>Education:</u>	Bachelor's degree required; CPA, MBA, or other relevant certifications or graduate degree(s) desirable.
<u>Website:</u>	www.ensworth.com
<u>Candidates May Now Be:</u>	<p>A CFO, DFO, or senior financial administrator, such as a business manager or controller, with an independent school.</p> <p>A financial executive with a not-for-profit organization whose skills and experiences can be readily transferred to the independent school world.</p> <p>A financial executive in the for-profit sector with non-profit experience (probably as a volunteer) and a temperament that would lead him or her to be successful in an independent school.</p>

For more information, contact:

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