



Manchester, New Hampshire

CHIEF FINANCE AND OPERATIONS OFFICER

The School

Located on a beautiful 86-acre wooded campus, The Derryfield School is a coeducational, college preparatory school for students in grades 6 through 12. As New Hampshire's only independent day school for middle or high school students, Derryfield has provided an outstanding educational experience for students and their families since its founding in 1964. A caring faculty, small classes, and myriad opportunities in the visual and performing arts, athletics, and extracurricular activities promote intellectual, personal, and ethical development. Students leave the school prepared to be passionate and productive citizens in their respective communities.

Derryfield moved to its current location in 1967. The campus houses four buildings and includes the Milne Library, with over 20,000 volumes, 70 periodicals, online research materials, audiobook, ereaders, and computer workstations; a STEAM Maker Space; three fully equipped science labs; two cafeteria/event spaces; a 75-seat Lyceum; a 400-seat auditorium; two art studios; a digital media lab; two art gallery spaces; a sculpture garden; a full size gym; a weight training room; a lighted turf field; six tennis courts; four playing fields; a cross country running course; and high and low ropes courses. Under the current strategic plan, Derryfield will undertake a number of physical plant upgrades, including a new athletic and wellness center, a science and innovation center, and improved dining and upper school spaces.



THE DERRYFIELD SCHOOL
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Mission

The Derryfield School inspires bright, motivated young people to be their best and provides them with the skills and experiences needed to be valued, dynamic, confident and purposeful members of any community.

Vision

Leading lives of passion and purpose.



Faculty and students alike describe the sense of community at Derryfield as one of the school's defining features. Close relationships between students and teachers, a warm atmosphere, and a genuine sense of trust help students feel known and truly supported. As part of its philosophy, the school also recognizes a responsibility to the greater community. Opportunities for Middle and Upper School students to be community leaders are numerous and include in-school roles such as leading school tours and tutoring for Breakthrough Manchester; community service events with the Special

Olympics, Habitat for Humanity, the local soup kitchen and shelter, and tutoring ESL students; and service learning projects that are integrated into the classroom and involve immigrant and refugee groups in Manchester. Through service, students develop a respect and compassion for others that they carry with them through life.

"Recognizing that academic achievement without compassion and concern for others is meaningless, we are committed to purposeful involvement in the world outside our school in both the local and the global community."

- Derryfield Statement of Purpose, 1964

Derryfield's curriculum is designed to focus on the development of the whole child, and students leave school intellectually, physically, socially, and emotionally ready to succeed in the face of any challenge. A culture of encouragement underpins interactions between the 390 students and 53 faculty as they work together to discover not only students' passions but also how those passions can benefit their community. Dedicated faculty members, 50% of whom hold advanced degrees, guide students through a rigorous college preparatory curriculum. In the Middle School, teachers are given autonomy to tailor their classes to student needs. Courses target skill development and progress from the concrete to the abstract as students move from sixth through eighth grade. The Upper School creates an individualized experience with numerous Advanced Placement and

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**DERRYFIELD
FAST FACTS**

Location: 86-acre wooded campus in Manchester, New Hampshire

Enrollment: 399

Grades: 6-12

Head of School: Dr. Mary Helpin Carter, appointed 2013

Board of Trustees: 24 members

Total Faculty/Staff: 53 faculty; 37 staff; 7 administrators

Budget: \$12 million

Annual Fund: \$650,000

Endowment: \$6.1 million

Debt: \$6 million

Tuition: \$32,450

Financial Aid: \$1.9 million awarded to 26% students

Accreditation: New England Association of Schools and Colleges

interdisciplinary course offerings and independent projects, as well as expanded offerings in arts and athletics. Upper School students are also able to take a number of online courses offered through the Malone Schools Online Network and participate in global culture or service-learning opportunities, including trips to Nepal and China.

Finances, Facilities, and the Future

Derryfield's operating budget for the 2016-2017 academic year is \$12 million. The school has an endowment of \$6.1 million, available additional reserves totaling \$11.1 million, and \$6 million in debt. As Derryfield's enrollment is almost at capacity, and the school would prefer to keep tuition increases modest and maintain an appropriate balance of full-pay students and those requiring financial aid, controlling costs and increasing revenue will continue to be a key priority in the coming years. One of the ways in which the institution has addressed this issue is by intentionally seeking additional rentals of both athletic fields and internal classroom space, which has resulted in a 30 percent boost in auxiliary income.

Following the 2013 appointment of Head of School, Dr. Mary Helpin Carter, Derryfield completed a strategic planning process and identified an immediate need to upgrade and expand facilities. When the school moved to its current campus nearly 50 years ago, enrollment was just 150 students. With a student body today totaling nearly 400, the school requires additional space and will build new facilities and enhance existing buildings in order to continue to provide an outstanding educational experience to students and to ensure the long-term financial stability of the institution.

Derryfield's multi-phase plan includes a new athletics and wellness center with three practice courts, a weight training room, a cardio room, locker rooms, a movement studio, a trainer and therapy room, and locker space; a science and innovation center with three wet labs, two dry labs, an inspiration lounge, a robotics and engineering lab, an

innovation space and lecture lab, and an X Learning lab; improved dining commons; and a renovation of the upper school and creative arts facilities. In conjunction with the construction of new facilities, the school is in a two-year inquiry into 21st century teaching methods, skills, program and schedule. In support of the first stage of facilities improvements, Derryfield has recently

THE DERRYFIELD SCHOOL
Chief Finance and Operations Officer

launched the silent phase of a \$13.4 million capital campaign that will be designated for construction of the athletic and wellness center as well as building the endowment.

Primary Responsibilities

As a member of the senior leadership team reporting to the Head of School, Dr. Mary Helpin Carter, the Chief Finance and Operations Officer (CFO) is accountable for the financial and operational health of The Derryfield School. He or she will support and work closely with the Board of Trustees and will serve as liaison to the Finance and Audit and Investment Committees. This individual will participate 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 and that the principal financial and operational goals of the organization's strategic plan are realized. The position oversees the business office, facilities, technology, and human resources departments, and direct reports currently include the Controller, the Director of Facilities, the Director of Technology, and the Human Resources Generalist. Specific responsibilities include, but are not limited to, the following:

- Partnering with the Head of School, Board of Trustees, and other senior staff members on all issues of strategic import and providing counsel regarding finances, investments, budget preparation, facilities planning and development, debt management, compliance, human resources, and risk management.
- Developing and implementing long-range strategic plans and financial models in collaboration with the Head of School, the Finance Committee, and other board members and key administrators.
- Guiding the preparation of the operating budget, including incorporating input from senior administrators, faculty, and staff, and managing the budget upon its approval by the Board.
- Preparing and presenting timely, accurate, thorough, and concise financial reports on both monthly and annual bases.
- Overseeing all accounting activities and generally ensuring that business office procedures are efficient and adhere to industry best practices.
- Working with the Audit Committee of the Board of Trustees to provide and facilitate an annual audit of the school's statements of financial position, activities, and changes in net assets and cash flow.
- Acting as a resource to the Director of Facilities in his management of facilities and supervision of all capital improvements.
- Handling all fiscal reporting activities for the school and ensuring legal and regulatory compliance regarding all financial functions.

THE DERRYFIELD SCHOOL
Chief Finance and Operations Officer

- Overseeing and streamlining the operations of the business office, including student billing and tuition collection, financial aid, accounts receivable/payable, closing and posting to the general ledger on a monthly basis, purchasing, risk management, payroll, employment contracting, and human resources and employee benefits programs.
- Managing all auxiliary income initiatives and enterprises on behalf of the school.
- Overseeing banking relationships, cash and debt management, and investment of operating cash, reserve funds, and endowment.
- Communicating clearly and openly with parents about financial issues.
- Mentoring, supporting, retaining, and, as necessary, hiring knowledgeable, committed, and hardworking staff members.

Candidate Qualifications

Leadership

- A financial executive whose technical knowledge and expertise engender support and trust among others.
- A trusted advisor to the Head of School and Board of Trustees who sees the “big picture,” anticipates future needs, and is able to articulate a well-conceived plan to achieve goals.
- One whose management style is based on transparency, honest and direct communication, and a genuine desire for teamwork and collaboration.
- A secure leader who motivates and empowers others through artful delegation while retaining ultimate accountability.
- A person who is adept at forging relationships throughout the school and building upon them to exercise leadership among the board, administration, faculty, staff, parent, and student communities.

Experience

- A minimum of ten years of experience in senior-level finance and administrative positions of increasing responsibility, ideally including working in an independent school or other nonprofit organization.
- A history of establishing and maintaining financial and operational policies, procedures, controls, and standards.

THE DERRYFIELD SCHOOL
Chief Finance and Operations Officer

- Expertise in the use of sophisticated financial models for budgeting, forecasting, and strategic planning and analysis.
- Ideally, a career that includes exposure to facilities management, including new construction and renovation; technology; and human resources.
- Background working successfully with multiple constituencies such as parents, faculty, staff, and board members.
- A track record of effectively motivating and managing staff toward the achievement of common goals.

Skills and Knowledge

- A broad and deep knowledge of financial management and skill in implementing associated administrative processes, budgeting procedures, and accounting systems.
- Proven competency in financial modeling and developing forecasts in the context of long-range strategic planning.
- The ability to analyze an established operation and perceive areas of strength and need, and then create or modify existing systems and policies in an effort to maximize efficiencies.
- Strong verbal and written communication skills that allow one to articulate and explain complex financial matters to various constituencies in a manner that is clear, concise, and readily understood.
- Familiarity with physical plant management, including financing, construction, renovations, maintenance, and daily operations is preferred.
- A solid grounding in information technology, particularly as it relates to the efficient operation of the business office and its attendant administrative systems and procedures.
- A working knowledge of human resources issues, including employee benefits administration and the laws and regulations that affect employees and employers.
- Well-honed interpersonal skills that allow one to relate genuinely and directly to a variety of constituents with sometimes competing needs.
- An understanding of the importance of collaboration, information-sharing, and ongoing communication among various departments in a school or other nonprofit organization.

THE DERRYFIELD SCHOOL
Chief Finance and Operations Officer

Personal Attributes

- An individual of unquestioned honesty and integrity who is able to maintain strict confidentiality.
- A collaborative person who seeks consensus but is also tough-minded and able to make difficult decisions when necessary.
- One who embraces working in a relatively informal and highly collegial environment in which the strength of relationships is fundamental to success.
- A confident individual with courage of conviction who tackles difficult issues head-on, encourages robust discussion, and respects differences of opinion.
- An individual who is highly organized and detail-oriented yet always mindful of the “big picture.”
- One who is motivated and self-directed with the flexibility and practicality to respond effectively to unexpected situations.
- An accessible and approachable person who demonstrates sincerity, caring, respect, and sensitivity in his or her interactions with other.

Other Considerations

| | |
|------------------------|---|
| <u>Compensation:</u> | Commensurate with experience and competitive with comparable schools in the region. |
| <u>Location:</u> | Manchester, New Hampshire |
| <u>Effective Date:</u> | July 1, 2017 (or earlier) |
| <u>Travel:</u> | Minimal. |
| <u>Education:</u> | Bachelor’s degree required; advanced degree a plus. |
| <u>Website:</u> | www.derryfield.org |

About Manchester

Originally called “Derryfield” when settled in 1722, Manchester, New Hampshire, was renamed in the early nineteenth century after its English namesake in recognition of the economy’s rapid industrialization. It is the largest city in the state, with a population of approximately 110,000

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residents, and combines urban amenity and a largely pastoral environment to create an affordable, livable, and diverse community.

At one time a vibrant and flourishing mill town that developed into an economic power center during the Industrial Revolution, Manchester eventually fell on hard times as industry moved to less expensive manufacturing venues. In recent years, however, with population moving north from the Boston area, the local airport expanding and becoming a major transportation hub, and the repurposing of underused facilities into technological centers and entrepreneurial enterprises, the city has experienced an economic rebirth and sense of rejuvenation that has made it one of the fastest-growing and most upwardly mobile regions in the country. The city's location approximately an hour north of Boston and 45 minutes from the New Hampshire seacoast, as well as its proximity to skiing and other outdoor activities to the north, further provides residents with a range of attractive employment opportunities and a variety of leisure and lifestyle options.

For more information, please contact:

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THE DERRYFIELD SCHOOL
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COST OF LIVING IN NEW HAMPSHIRE

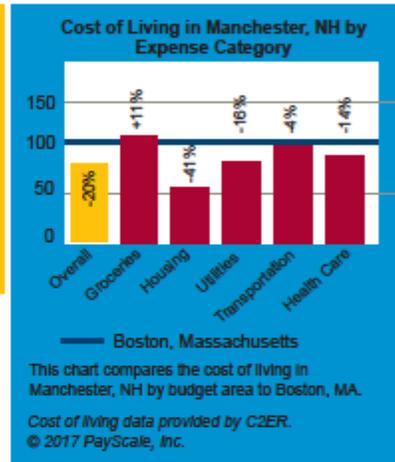
HEAD OF SCHOOL: Mary Halpin Carter, Ph.D.
HEAD OF UPPER SCHOOL: Ben S. Dougherty • HEAD OF MIDDLE SCHOOL: Mark A. Blaisdell
CHIEF OPERATING OFFICER: Steve Carter • HUMAN RESOURCES GENERALIST: Deborah Bremberg
2108 RIVER ROAD, MANCHESTER, NH 03104 • P 603.689.4524 • WWW.DERRYFIELD.ORG

While salaries fluctuate between states, the cost of living can translate to dramatic differences in how far that salary goes, as well as your overall well-being. Here are a few points to consider...

City you are moving from: **Boston MA Metro Div.**
City you are moving to: **Manchester-Nashua NH Metro**
Enter your current income: **\$45,000**

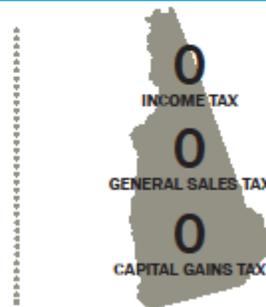
Equivalent income in the city you are moving to: **\$36,860.71**.
You may take a **18.09%** decrease and still maintain your standard of living.

Source: bankrate.com



Median List Price Per Square Foot HOMES

Boston, MA: \$576/sf
Hooksett, NH: \$168/sf
Pembroke, NH: \$146/sf
Goffstown, NH: \$152/sf
Bedford, NH: \$189/sf
Source: zillow.com



COST & TIME COMMUTING

| City of Residence | Distance to Manchester (one way) | Average Commute Time (one way) | Daily Estimated Fuel Cost/ (roundtrip) |
|-------------------|----------------------------------|--------------------------------|--|
| Bedford | 8 miles | 18 minutes | \$1.28 |
| Concord | 17 miles | 20 minutes | \$2.90 |
| Goffstown | 10 miles | 21 minutes | \$1.78 |
| Hopkinton | 22 miles | 24 minutes | \$2.70 |
| Pembroke | 10 miles | 18 minutes | \$1.70 |

Source: mapquest.com

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HEALTH & RECREATION

The Concord and Manchester metro areas offer a multitude of options and venues to maintain a healthy lifestyle. For the sports enthusiast, Manchester is the home of two minor league teams, the Manchester Monarchs (hockey) and the New Hampshire Fisher Cats (baseball)—both feature state-of-the-art, family-friendly facilities. New Hampshire is a great place for hikers, boasting 48 mountains with peaks greater than 4,000 feet. Pat's Peak, a 26-trail, 3 all-terrain ski center is located in Henniker, NH—a thirty minute drive from Manchester.

ARTS & CULTURE

| | |
|--------------------------------|-------------------------------------|
| Capitol Center for the Arts | League of NH Craftsmen |
| Concord Community Arts Center | McAuliffe-Shephard Discovery Center |
| Concord Community Music School | NH Institute of Art |
| Currier Museum of Arts | Palace Theatre |
| Franco-American Center | Red River Theatre |
| Headliner's Comedy Club | SEE Science Center |

NON-PROFIT ORGANIZATIONS

New Hampshire offers over 600 private, non-profit organizations ranging from food banks, to youth mentoring, to health services.

QUALITY OF LIFE AND LIVABILITY

Many studies over the years distinguish New Hampshire as a Top 3 State in the nation for quality of life and livability.

SAFETY

New Hampshire consistently ranks as one of the safest states in the nation.

ROAD TRIPS

Want a "city fix" for the night? Craving sunshine, waves, and ocean breezes? Seeking to hike the tallest peak in the Northeastern United States—Mount Washington? Hop on Rte. 3, 293, 93, or 95—and you'll be on your way in minutes.

Examples below are estimated from a starting point of Manchester, NH:

| | | |
|--------------------------|-----------|------------|
| Boston, MA | 55 miles | 1 hour |
| Portsmouth, NH | 46 miles | 50 minutes |
| White Mountains area, NH | 98 miles | 2 hours |
| Portland, ME | 97 miles | 1.5 hours |
| New York, NY | 256 miles | 4.5 hours |
| Burlington, VT | 165 miles | 2.5 hours |

LEARN MORE

Concord Chamber of Commerce • concordnhchamber.com
Manchester Chamber of Commerce • manchester-chamber.org
Stay Work Play New Hampshire • stayworkplay.org