

# CHIEF FINANCE AND OPERATIONS OFFICER SEARCH

## NORFOLK ACADEMY

Norfolk, Virginia  
[norfolkacademy.org](http://norfolkacademy.org)

Start Date: July 2026

NORFOLK  
ACADEMY



Carney  
Sandoe  
& ASSOCIATES

[CARNEYSANDOE.COM](http://CARNEYSANDOE.COM)

# Excerpt from Norfolk Academy’s Philosophy and Objectives

Founded in 1728, Norfolk Academy is a college preparatory coeducational day school that is rooted in honor. We inspire and guide our students to develop maturity of character, mind, and body. We engender an awareness and appreciation of intellectual, creative, and moral excellence in a setting that offers well-developed programs, not only in the academic disciplines, but also in fine arts, athletics, leadership, and service to others. We provide a thoughtfully designed environment that is commensurate with this dedication to excellence, creating an atmosphere in which children are inspired to pursue wholeheartedly their ethical, intellectual, and physical development.

## At a Glance



Established  
1728



Total enrollment  
1,200



Total faculty and staff  
225



Student-faculty ratio  
10:1



Students of color  
26%



Financial aid awarded  
\$3.7M



Faculty with advanced degrees  
81%



Campus size  
70 acres

Faculty of color: 8%

Endowment: \$82M

Students receiving aid: 18%

Annual operating budget: \$37.5M



## Overview

Founded in 1728, Norfolk Academy (NA) is the oldest independent school in Virginia and one of the most respected in the nation. For three centuries, the Academy has prepared young people for lives of leadership and service, earning a reputation for academic strength, character education, and a close-knit community. Today, 1,200 students in Grades 1–12 benefit from the guidance of devoted faculty and staff whose influence extends beyond the classroom into athletics, the arts, advising, and clubs. This deep level of engagement has created a strong sense of pride across campus and the broader Tidewater community. In 2023, Travis Larrabee became only the fourth Head of School since 1950, a reflection of the school's continuity and stability. As the Academy looks ahead to its 300th anniversary, it does so with both gratitude for its history and rich traditions and enthusiasm for the future.

Norfolk Academy now seeks an experienced and mission-aligned leader to serve as its next Chief Finance and Operations Officer (CFOO). The CFOO will join a thriving school community that values tradition while embracing thoughtful innovation and will provide steady, strategic leadership across the school's financial and operational functions. As a trusted partner to the Head of School and Board of Trustees, the CFOO will ensure the Academy's resources are managed with foresight and care, supporting the school's enduring mission and positioning it for continued success in the decades ahead. This role offers a meaningful opportunity to contribute to the Academy's legacy at an inflection point, helping to shape a strong and sustainable future as NA moves into its fourth century of excellence.

## Opportunities and Challenges

Norfolk Academy's Head of School, Travis Larrabee, has led Norfolk Academy with distinction in his first two years. The school benefits from a solid foundation established by the current CFOO, who has served with recognition over a long tenure and earned the respect of the community. As Larrabee enters his third year, he and the Board seek a proactive, strategic partner to build on this foundation, anticipate challenges, and ensure the school's continued financial strength and growth. The CFOO will play a significant role in addressing key priorities in the years ahead.



### **300th Anniversary, Strategic Plan, and Capital Campaign**

Norfolk Academy has just completed a strategic planning process. The community is also preparing for the school's 300th anniversary in 2028, offering a significant opportunity for a comprehensive fundraising campaign. This campaign will likely support capital expansion and enhancements as well as programmatic and faculty initiatives. The CFOO will partner closely with Development colleagues, Head of School, and Board of Trustees on the case for support and execution of campaign goals.

### **Strategic Analysis and Risk Management**

Like all independent schools, Norfolk Academy must assess short- and long-term threats to sustainability, whether demographic, economic, or expense-driven. The Head of School and Board seek a CFOO who will serve as a true thought partner, identifying and analyzing risks so leadership can act from a position of strength. The CFOO will also play a key role in legal and risk management, ensuring the Head and Board are well supported in strategic decision-making.

### **Tuition Strategy and Market Position**

Maintaining affordability while sustaining excellence is a priority. Norfolk Academy seeks to balance controlled tuition growth with the need to remain the premier academic institution in its region. This will require careful oversight of financial aid strategy, competitive faculty compensation, and disciplined expense management to ensure long-term sustainability.

### **Operational Efficiency**

Norfolk Academy values a lean, efficient operation and a long-serving staff deeply engaged in the life of the school. The next CFOO will inherit a cohesive business office with strong ties to the community, including staff who coach and lead student activities. The CFOO will have the opportunity to observe the various functions of the business office over time to ensure the faculty and community of the school receive the best service and care from this dedicated team. As the needs of the school evolve, the CFOO will drive innovation and ensure the office continues operating at the highest level of efficiency.



### **Honoring Tradition and Advancing Strategy**

Norfolk Academy's rich history and beloved traditions are central to its identity. The next CFOO will help the school honor this heritage while advancing modern practices that sustain excellence and keep NA at the forefront of independent school education.

## **Responsibilities**

In addition to embracing Norfolk Academy's mission, supporting its Head and leadership, and representing the school at professional and public forums, the new CFOO has a number of primary responsibilities:

- Provide strategic leadership, analysis, and management of finances and operations.
- Establish financial and capital strategies that are consistent with strategic priorities.
- Serve on the Head of School's Senior Leadership Team and lead, co-lead, or participate in several other teams and committees.
- Oversee all business office functions, including all financial reporting to the Head of School, Board of Trustees, and various committees.
- Serve as chief staff liaison to the appropriate Board committees.
- Analyze, maintain, and improve the school's short- and long-term strategic financial models.
- Oversee the financial administration of the school's endowment.
- Oversee school operations, including operational personnel, maintenance, transportation, food services, security, and outside vendors.
- Maintain strong relationships with banks and lenders to ensure that funding is secured for the needs of the school and compliance with loan terms.
- Administer and manage all employee benefit programs, including health insurance, retirement, worker's compensation, life insurance, and other related plans.
- Manage insurance programs, including property, casualty, medical, and workers' compensation.
- Ensure compliance with all local and state reporting requirements.
- Collaborate and communicate effectively across all departments of the school.
- Participate in professional development.
- Oversee the Director of Buildings & Grounds in the management of the physical plant, grounds, and construction functions.
- Oversee the school's auxiliary programs, including Summer at the Academy, Bookstore, Enrichment programs, and Breakthrough.



## Qualifications and Personal Attributes

- Bachelor's degree required, MBA or CPA preferred;
- 10-15 years of senior-level experience creating and executing financial planning and management strategies;
- Experience in an independent school preferred, though individuals with strong financial and leadership skills are welcome;
- Experience managing a team, setting clear goals, responsibilities, expectations, and methods of accountability;
- Proven record of accomplishment designing, implementing, and managing large-scale organizational change;
- Superb communication skills; excellent written, verbal, and presentation skills;
- Demonstrated ability to understand complex subjects, distill them, and then communicate them to varied audiences;
- Experience on senior administrative teams and working with non-profit Boards;
- Demonstrated experience in measuring and improving organization-wide productivity;
- Demonstrated experience in the development of analysis for strategic decision-making, such as key cost drivers, competitive analysis, market analysis, organizational strengths and weaknesses, etc.;
- Experience in human resource management, employee benefits (including pension plans), and payroll procedures. Knowledge of business and not-for-profit accounting policies, procedures, practices, facilities, and software programs. Blackbaud experience a plus;
- Ability to think and plan strategically and creatively;
- Ability to supervise, manage, and delegate multiple functions and activities;
- Ability to remain calm, flexible, and work effectively under pressure;
- Skilled at negotiating and initiating contracts with external vendors;
- Aptitude for high customer-service standards;
- Consistent demonstration of an entrepreneurial mindset;
- Demonstrated commitment to equitable and inclusive practices;
- A track record of strong integrity.

# Learn More

Click on the links below to learn more about Norfolk Academy.

[School Website](#)

[School Profile](#)

[School History](#)

[Norfolk Academy Employment](#)

[The Academy Advantage](#)

[About Norfolk](#)

[Diversity, Equity, and Justice](#)

[About Virginia Beach](#)

[Portrait of a Graduate](#)



## To Apply

Interested and qualified candidates are invited to contact the consultants in confidence. Candidates will ultimately need to submit the following materials as separate PDF documents:

- A cover letter expressing their interest in this particular position;
- A current résumé;
- A list of five professional references with name, relationship, phone number, and email address of each (references will not be contacted without the candidate's permission) to:

### **Greg Britton**

Chief Operating Officer, Search & Consulting Group  
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### **Sara Shulman**

Practice Leader – Development and Finance  
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