



CHIEF FINANCE AND OPERATIONS OFFICER

Start Date: July 2027

Cardigan Mountain School

Canaan, New Hampshire | cardigan.org



**Carney
Sandoe**
& ASSOCIATES

MISSION STATEMENT

Cardigan Mountain School offers a close-knit community that prepares middle school boys—in mind, body, and spirit—for responsible and meaningful lives in a global society.

VISION STATEMENT

Our vision is to be an accessible and transformative learning community where boys are free to learn and play to their highest potential—living by shared values, guided by trusted leaders in education who challenge and support our boys through traditional and innovative programming.

At a Glance



1945

established



241

total enrollment



87%

boarding students



37%

international students



60

total faculty



50%

faculty with
advanced degrees



4:1

student-faculty ratio



**Carney
Sandoe**
& ASSOCIATES

OVERVIEW

Cardigan Mountain School is a boarding and day school for boys in grades six through nine, located in scenic Canaan, New Hampshire. Canaan, bordering Hanover, NH, is minutes from Dartmouth College, ski areas, lakes, and mountains, as well as Dartmouth-Hitchcock Hospital, Plymouth State University, and the Lebanon Opera House. Founded in 1945, Cardigan enrolls 241 students. Guided by its mission, this close-knit community prepares middle school boys—in mind, body, and spirit—to lead responsible, meaningful lives in a global society. Community members describe Cardigan as a “jewel box” school, where faculty and staff collaborate, communicate openly, and are inspired to innovate and do meaningful work. The school offers competitive salaries and benefits in a rewarding environment grounded in a keen sense of community and emphasizing the core values of compassion, integrity, respect, and courage.

Cardigan is recognized around the globe for creating the ideal environment for boys to thrive at a pivotal stage in their lives. In the words of the revered Head of School, Chris Day P’12, ‘13, “At Cardigan, the extraordinary is ordinary and the ordinary is extraordinary.” This is aptly reflected in the dedication, skill and community mindedness of its faculty and staff, its exquisitely beautiful 525-acre campus nestled beneath the watchful gaze of Cardigan Mountain, and, most importantly, in the students that thrive in a community so deeply committed to their growth, development, and realization of their potential.

Cardigan Mountain now seeks a seasoned and thoughtful professional to serve as the school’s next Chief Finance and Operations Officer (CFOO), assuming the role in July 2027 or sooner. Reporting to Head of School Chris Day, the CFOO serves as leader of all financial and operational activities, acts as a strategic thought partner to both the Head of School and the Board of Trustees, and collaborates with colleagues throughout the school community as a leader of the school’s operational management team. Cardigan aims to hire a goal-oriented leader who respects and embraces the school’s community centric culture and values. A successful CFOO will build upon the school’s strong financial foundation to develop and execute strategic goals to advance the school’s mission via both thoughtful management and innovation and to help navigate Cardigan Mountain’s next important phases of development.



OPPORTUNITIES AND CHALLENGES

The Chief Finance and Operations Officer (CFOO) will join Cardigan Mountain School's senior administrative team as the school's principal financial and operational leader and a trusted strategic thought partner to the Head of School, Board of Trustees, and senior leadership team. Reporting directly to the Head of School, the CFOO will oversee a broad portfolio that includes finance, accounting, budgeting, purchasing, forecasting, human resources, risk management, facilities, technology, transportation, school store, health services, and food service.

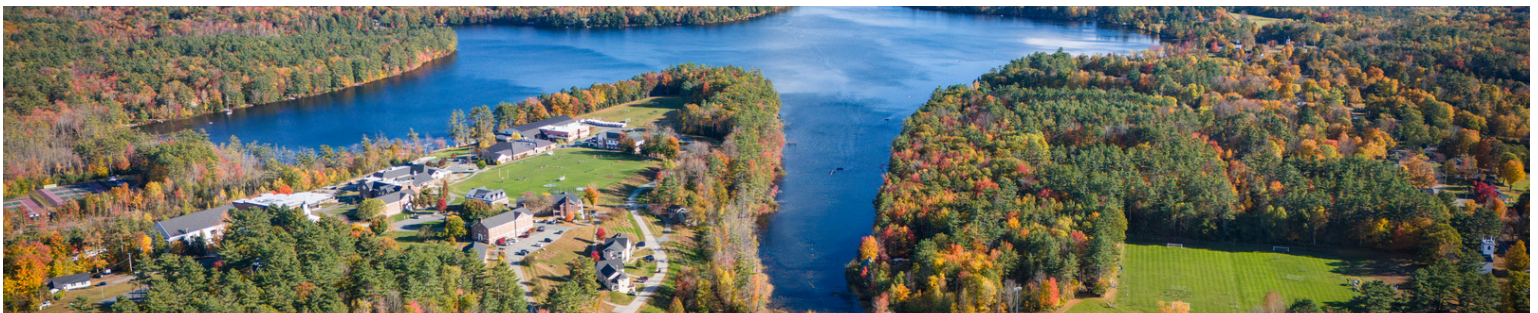
This exciting opportunity offers the next CFOO the chance to guide an already financially and operationally healthy school. The CFOO will preserve what works, strengthen systems and teams, and help Cardigan adapt thoughtfully for the future. As the institution matures, the CFOO will navigate opportunities and challenges associated with continued financial growth and campus expansion while supporting the school community.

Lead Finance as strategy

Cardigan Mountain School is in an exceptionally strong and stable financial position. Building on this success, the school seeks a new financial leader to help sustain its long-term financial health and stability. The next CFOO will develop long-range financial models, refine budgets and reporting, support continued endowment growth, and thoughtfully modernize the Business Office through the use of technologies for efficiencies. The CFOO will also present financial information with precision and clarity so that all members of the community can understand it.

Lead with optimism and empower an exceptional team

As the Cardigan Mountain School financial and operational processes continue to evolve and become more sophisticated, the need for a highly visible, present, and approachable leader is paramount. The Business Office is comprised of a full-time Comptroller/HR/AP/AR, a full-time Senior Accountant, and a temporary part-time Accountant. The new CFOO will find success by learning, listening, and observing the current functions of the Business Office, supporting an experienced team in their respective roles, assessing optimal staffing, and updating structures, policies, and procedures, while creating a positive atmosphere of support, joy and high level of collegiality.



Integrate Finance & Operations across campus

The new CFOO will move fluidly between financial discipline and operational responsiveness. As the school nears completion of a new dorm project and other residential/faculty home construction projects soon to launch, there is a high priority to steward the projects with focus, transparency, and clarity.

Partner with Board and Senior Leadership team

With Head of School Chris Day entering his 11th year at Cardigan, the new CFOO will join a thoughtful and intentional leadership team and governing body. Partnership and effective communication are desired and expected. The CFOO will serve on the Finance, Investment and other related committees of Cardigan's strong and deeply committed Board of Trustees. The ability to present and deliver clear and effective financial and operational insights is essential.

Advance Systems, Policies & Accountability

Cardigan continues to be exceptionally well run, and the community is deeply committed to the mission of the school. The CFOO will need to engage in transactional leadership with all budget managers to effectively oversee and maintain accountability with consistency. The CFOO will develop clear and consistent reporting structures and opportunities for effective communication.

Serve as an Organizational Connector and Trusted Partner

Based on the steady leadership of Head of School Chris Day, the senior leadership team embraces a culture of trust, collaboration, informed decision-making, and transparency. Knowing that the best decision for the school may not be the easiest one, conversations embracing intentionality and ambition are needed to uphold the tight knit, extremely supportive Cardigan Mountain School community. Boarding schools are complex institutions; the ability to balance in-person conversations, financial strategy, day-to-day processes, and streamlined operations are essential. The successful CFOO will not only be technically proficient, but also community-minded with a focus on strengthening processes, building relationships and collaborating effectively across the community.



\$3.5M

financial aid
awarded



28%

students receiving
aid



\$61M

endowment



\$25.4M

annual operating
budget



525 acres

campus size

RESPONSIBILITIES

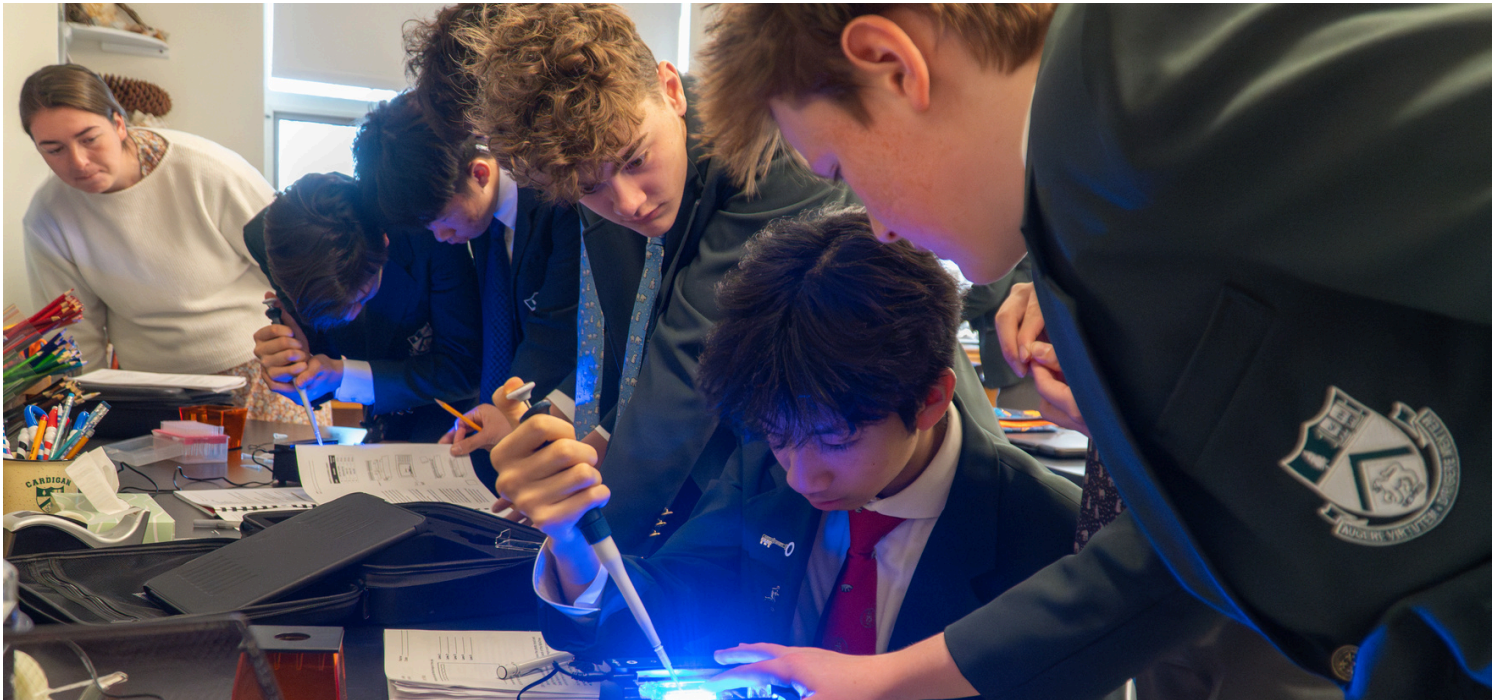
In addition to embracing Cardigan Mountain's mission, supporting its Head and leadership, and representing the school at professional and public forums, the new CFOO has several primary responsibilities:

Financial Leadership

- Provide strategic leadership, analysis, and management of all financial resources and operations
- Establish financial and capital strategies aligned with institutional priorities
- Oversee comprehensive financial reporting to the Head of School, Board of Trustees, and committees
- Build and/or maintain short- and long-term strategic financial models
- Manage annual budgeting processes in collaboration with department heads and budget holders
- Oversee annual financial and 403(b) audits
- Reviews and ensures the application of appropriate internal controls and financial policies and procedures

Board and Committee Relations

- Serve as the staff liaison to the Board's Finance Committee, Audit & Risk Committee, Personnel Committee, and Investment Committee
- Provide regular financial monitoring, budget updates, and performance reports
- Present strategic financial analysis, relevant modelling, and recommendations to the Board





Investment and Endowment Management

- Oversee administration of the school's endowment
- Execute investment policy and implement Investment Committee decisions
- Coordinate with endowment consultants, investment managers, and custodians
- Ensure effective endowment allocations and performance management

Operations Management

- Oversee school operations including Facilities, Food Service, Technology, School Store, Health Services, personnel management, and vendor relations
- Coordinate closely with facilities management to oversee the physical campus, including buildings and grounds maintenance, capital planning, and construction projects
- Ensure compliance with all local and state reporting requirements

Team Leadership and Collaboration

- Serve on the Head of School's Leadership Team
- Lead, co-lead, or participate in various school teams, committees, and professional development
- Collaborate effectively with all school departments including Admissions, Advancement, Academic Affairs, Health Services, and Student Life
- Manage and develop Business Office staff

Employee Benefits and Banking

- Oversee employee onboarding, payroll procedures, and related financial processes
- Oversee the employee benefit programs including health insurance, retirement, and related plans, all employment practices related to non-academic personnel, employee morale, payroll services, and compliance reporting
- Ensures that the school's personnel policies support its programs and that the school's actions regarding hiring, compensation, training, promotion, and separation conform with state and federal requirements, and are in line with the school's strategic goals for diversity, equity, and inclusion
- Oversee human resources function to appropriately address all staff personnel issues including evaluations, compensation, discipline, hiring, and terminations.
- Maintain relationships with banks and lenders to secure funding and ensure loan compliance

Risk Management

- Serve as a resource to mitigate liability exposure through a system of policies, procedures, and appropriate insurance coverage
- Responsible for the school's insurance coverage, liability, and risk-related policies and controls. Works with insurance advisors and brokers to ensure that adequate, appropriate, and cost-effective insurance is in place
- Oversee all campus and work safety issues, regulatory and environmental compliance, and any legal matters in consultation with the Head of School
- Serve as liaison with the school attorneys

QUALIFICATIONS AND PERSONAL ATTRIBUTES

The ideal candidate will possess the following qualifications:



Required Qualifications

- Bachelor's degree required; MBA, CPA, or equivalent advanced degree preferred
- 5-10 years of senior-level experience in financial planning and management
- Proven experience managing teams, setting clear goals, responsibilities and accountability, and creating organizational cohesion
- Strong record in designing, implementing, and managing large-scale organizational change
- Experience with non-profit boards and senior administrative teams
- Advanced Excel skills, prior experience working in a Google environment, and a strong working knowledge of business accounting policies, procedures, practices, and financial software programs, such as Blackbaud and other accounting software
- Demonstrated interest in leveraging AI and emerging technologies to improve operational efficiency



Preferred Experience

- Independent school, and particularly boarding schools, or higher education experience preferred
- Experience in other educational or non-profit sector financial management
- Knowledge of endowment management and investment oversight
- Familiarity with private independent school operations and unique financial considerations
- Experience with construction project planning and oversight
- Experience with debt financing



Essential Skills and Attributes

- Exceptional communication skills with excellent written, verbal, and presentation abilities
- Demonstrated ability to understand complex subjects and communicate them to varied audiences
- Demonstrated ability to manage personnel with diverse backgrounds and execute all duties with demonstrated sensitivity, and an understanding of the diverse academic, socioeconomic, gender, and ethnic backgrounds
- Proven experience in strategic decision-making analysis
- Strong knowledge of business and non-profit accounting policies and procedures
- Ability to think and plan strategically and creatively
- Skilled at supervising, managing, and delegating multiple functions
- Ability to thoughtfully and diplomatically implement change
- Excellent negotiation skills with external vendors
- High customer service standards
- Demonstrated commitment to equitable and inclusive practices
- Strong technology skills



Personal Characteristics

- Commitment to Cardigan Mountain's mission and values
- Commitment to being visible, accessible, and engaged in community life
- Strong integrity and ethical standards
- Ability to remain calm and work effectively under pressure
- Collaborative leadership style
- Innovative and entrepreneurial thinker; growth mindset
- Willingness to maximize potential for personal and professional growth
- Dedication to supporting a Middle School boys' educational environment
- Commitment to diversity, equity, and inclusion initiatives

LEARN MORE

- [School Website](#)
- [About Cardigan](#)
- [Mission and Core Values](#)
- [Our Head of School](#)
- [Strategic Plan for Cardigan 2032](#)
- [Academics](#)
- [PEAKS](#)
- [Gates Invention & Innovation Program](#)
- [Athletics](#)
- [Admissions](#)
- [Summer Session](#)
- [About Canaan, New Hampshire](#)



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:

TODD GOCHMAN

Consultant

todd.gochman@carneysandoe.com

ELYSE WATERHOUSE

Senior Consultant

elyse.waterhouse@carneysandoe.com



**Carney
Sandoe**
& ASSOCIATES