



Chief Financial Officer  
Menlo School  
Atherton, CA

Start Date: July 1, 2024 or sooner

## The School

### Overview

Menlo is dedicated to providing a challenging academic curriculum complemented by outstanding creative arts and athletic programs. The School helps students develop positive values and nurtures character development in a supportive environment that upholds the highest moral and ethical standards. Our program encourages students to reach their fullest potential and to develop the skills necessary to respond intelligently and humanely to the complexities of a diverse and increasingly interconnected world.

At Menlo School, equity, diversity, and inclusion are at the core of our organizational identity. Through our daily efforts, the School demonstrates a shared commitment to the development of all stakeholders by supporting a campus ethos where equity, diversity, and inclusion reflect major cornerstones of our community.

### Mission

Menlo School's mission is to empower students to explore and expand their interests, reach their fullest potential, develop the skills necessary for success in college, and become ethical, responsible, and engaged members of ever wider communities.

### Values

At Menlo School, we are passionate about encouraging students to:

- Pursue high standards of academic excellence.
- Discover the joy of learning.
- Stretch themselves and raise challenging questions.
- Demonstrate courage, integrity, and a commitment to ethical behavior.
- Develop a sense of commitment to purposes larger than themselves.
- Appreciate the richness of diversity.
- Think independently and creatively.
- Take progressively more responsibility for themselves and their education.
- Lead healthy lives.

### Environment

At the center of Menlo School is a deep commitment to the development and welfare of each individual student. The School offers extensive academic, athletic, arts, and extracurricular activities designed to:

- Promote respectful and inspirational relationships among students, teachers, coaches, and staff.
- Balance rigorous expectations with extensive encouragement and support.

## Equity, Diversity, and Inclusion

Menlo School is committed to being a heterogeneous and inclusive community. We believe students are better educated and prepared to succeed when the School community—students, families, faculty, administration, and staff—is diverse and inclusive. Diversity benefits the entire community by providing a wide range of perspectives and experiences. We embrace a broad definition of diversity: an inclusive community comprised of people with different racial, cultural, economic, and religious backgrounds, as well as different gender identities and sexual orientations. In addition, we support students with a wide variety of interests, talents, physical abilities, personalities, and politics. [Learn more](#) about our inclusive community.

## Facts at a Glance

### ENROLLMENT

Total student enrollment: 795

Upper School enrollment: 582

Middle School enrollment: 213

54% of students self-identify as students of color

### FINANCIAL AID

Menlo School seeks to attract talented students of varied socioeconomic backgrounds. This year the School awarded \$7 million in aid to 20% of the student body.

Menlo meets 100% of demonstrated need for all of our families.

The average aid grant is \$44,860

### INSTRUCTION

Upper School student-teacher ratio: 10:1

Middle School student-teacher ratio: 11:1

Upper and Middle School average class size: 18

# of faculty, staff, and administration members:  
300

Percent of faculty with advanced degree: 73%



### ARTS & ATHLETICS

100% of students participate in Creative Arts during their four years at Menlo

Creative Arts offered: studio art, graphic art, photography, orchestra, jazz band, chamber music, chorus, moviemaking, dance, drama, percussion

Nearly 80% of Upper School students play at least one sport

100% of Middle School students participate in Physical Education or interscholastic sports

# of Upper School teams: 41

# of Upper School varsity sports offered: 21

## Discovery Observations

Our community survey of administrators, faculty, staff, and board members most closely connected to the CFO's office revealed a long list of "attractors" to the CFO position. The top seven strengths cited (in order of frequency) were the:

- School's strong financial position and its stability.
- Highly functional, collaborative, and innovative school leadership team.
- Supportive and friendly Menlo community.
- "Passionate," friendly, hard-working faculty and staff.
- Beautiful campus and its extraordinary location.
- Robust fundraising at the school.
- Demonstrated ability of the Board of Trustees, and the community at large, to live out the School's mission.

There were challenges mentioned as well, but unlike feedback we often receive in assisting schools, these challenges were both fewer in number and expressed at a higher level. Two stood out:

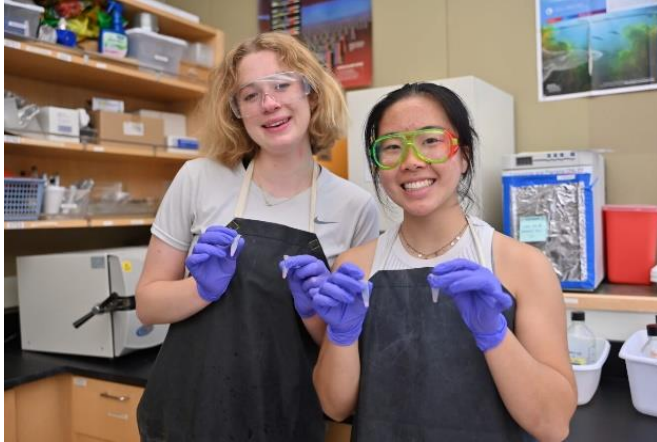
- On-going challenge of balancing tuition increases for families with the need to provide strong compensation for employees, with both groups contending with the high cost of living in Silicon Valley.
- Complexity inherent in such a large, multi-pronged community, with a wide variety of constituents.

It is also understood that Menlo School goes beyond making a difference in the lives of its families, faculty, and staff. It also makes a difference in the broader community and on a national level, and it isn't afraid of taking risks. There are great CFOs throughout NAIS and the nonprofit world who excel through their ability to strengthen school finances and operations, but an added challenge, and opportunity, for the Menlo CFO is the ability to join with others in forging new ideas for the school and beyond. Candidates with a demonstrated entrepreneurial and innovative business-developing skill set will stand out in this search.

One final challenge? Several community members mentioned that filling the shoes of the highly talented and successful Bill Silver, the current CFO, will be a daunting task. But in keeping with the overall sense of community and collaboration on the leadership team, others pointed out that Mr. Silver will be of extraordinary support to the incoming CFO during the transition period and, when called upon, beyond.

## The Position Responsibilities

Reporting to the Head of School, the Chief Financial Officer (CFO) will serve as the school's business development specialist as well as overseeing the fiscal and operational leadership, responsible for financial management, short- and long-range planning, and the administrative oversight of the business office, facilities and construction, and operations. He or she will ensure



the continued excellence of all financial and administrative aspects of the school and provide leadership and counsel to the Head of School and the Board of Trustees that will enable Menlo to achieve its educational mission and future goals. Serving as a mentor and resource to the senior administrative leadership team, the CFO will participate in strategic planning and high-level decision making to ensure that the school's finances are managed in a way that optimizes its organizational objectives. The

Chief Financial Officer will join a highly collaborative, innovative, and competent senior administrative team as part of a dynamic, mission-driven organization that is constantly evolving. The Chief Financial Officer provides leadership and direction through two direct reports including the Director of Finance and the Director of Operations. Specific duties include the following:

- Collaborating with the Head of School and other senior administrators and serving as a thought partner in achieving Menlo's mission and finding ways to continually enhance the student experience.
- Lead all short- and long-range financial matters, including establishing organization-wide financial and administrative objectives, policies, programs, and practices that will provide Menlo School with a continuously sound and mission-appropriate financial structure.
- Work closely with the Finance and Audit Committees of the Board and deliver timely and accurate information on the school's fiscal standing, including risk assessment and other pertinent information for making policy and operational decisions.
- Provide managerial oversight to the Finance and Operations Departments by leading, inspiring, and motivating team members, developing standards for individual accountability, and communicating performance expectations.
- Oversee the accounting function to ensure proper maintenance and control of all accounting systems.



- Direct the annual budget process, monitor results, and institute vehicles to maximize revenue and achieve financial objectives.
- Manage all cash flow planning and ensure availability of funds as needed, including the creation of financial business plans, forecasts, and budgets.
- Supervise all renovation, new construction, and ongoing facilities maintenance.
- Oversee asset management, risk assessment, and banking and investment account activities.
- Represent Menlo School to external financial partners, including financial institutions, investment advisors, and auditors.
- Coordinate audits and proper filing of tax returns.

## Candidate Qualities

### Leadership

- A collaborative team player who thrives in a collegial environment due to his or her engaged leadership style, respect of others, and ability to achieve positive outcomes.
- A strategic thinker who sees the “big picture,” anticipates and envisions future needs, and can articulate a well-conceived plan to achieve the school’s goals.
- A business development pro who enjoys finding new and creative ways to say “yes” to good ideas that serve students.
- A business partner and trusted advisor to the Head of School who will support the growth, profitability, and overall mission of Menlo School by keeping the Head advised of all relevant matters on a timely basis.
- An individual who can create a culture that will inspire a highly skilled staff with a sense of purpose, productivity, accountability, collaboration, and professional growth.

### Experience

- A minimum of ten years of broad-based financial leadership experience gained through positions of increasing responsibility in complex settings.
- A career history that includes significant experience overseeing budgeting and planning, financial forecasting and analysis, endowment management, legal and risk management, human resources, and facilities and construction.
- Exposure to independent schools as a student, parent, or board member is a plus but not required.



### Skills and Knowledge

- A broad and deep knowledge of both financial and operational management.
- A natural bent toward thinking “outside the box” and finding creative and innovative solutions to complex issues.
- Outstanding interpersonal skills and expertise in communicating persuasively, both verbally and in writing.

- Problem-solving, analytical, and conceptual thinking abilities coupled with attention to detail.
- The ability to deal openly and transparently with stakeholders at all levels, including the Board of Trustees, senior administrators, faculty, and staff.
- Skilled at analyzing information to arrive at mission-appropriate solutions and make strategic decisions based on analysis, wisdom, experience, and judgment.

### Personal Attributes

- High ethical standards and a model of integrity and fairness.
- An individual with a broad and expansive mindset who will consider a range of possibilities and be willing to take prudent risks when faced with new and challenging situations.
- One who is calm under pressure and manages shifting priorities with ease.
- A goal-oriented, disciplined manager who possesses the business acumen, confidence, and interpersonal skills that will allow him or her to build credibility and genuine relationships with all constituencies
- A decisive yet diplomatic person with exceptional listening skills and notable empathy for others.
- One who supports Menlo School's educational mission and goals and will embody the integrity, leadership, openness to learning, and service to others that are consistent with the school's primary values.

In sum, this CFO position should be highly attractive to candidates who seek a leadership role that goes beyond the norm. The word "excitement" doesn't always appear in CFO opportunity statements, but it certainly applies here: this could be the highlight of the next CFO's professional life. We encourage you to visit the [Menlo website](#), including the [School History](#), to learn more and then become a candidate if interested.

### Salary Range

\$270,000 - \$310,000

### Anticipated Search Calendar

(subject to change: please express interest as soon as possible)

Application Deadline: March 1, 2024

Semifinalist Interviews: March 13-15, 2024

Finalist Visits: Week of March 25

Starting Date: July 1, 2024 at the latest

### Application Requirements and Search Process

DRG Talent Advisory Group is conducting this search on behalf of Menlo School. To discuss this opportunity in more detail, contact our consultants:

[Andrew Watson](#)  
Senior Search Consultant  
[awatson@drgtalent.com](mailto:awatson@drgtalent.com)

[Jennifer Fleischer](#)  
Senior Search Consultant  
[jfleischer@drgtalent.com](mailto:jfleischer@drgtalent.com)

Candidates should submit, as soon as possible, materials including the following:

- A cover letter indicating what interests them and how they are qualified for the position.
- A current resume.
- The names, email addresses, and telephone numbers of five references, to include the relationship with the references. (We will obtain permission from candidates, at the finalist stage, before contacting references.)
- Optional: other supporting material (articles, speeches, videos, or letters of recommendation) that would be useful to the Search Committee.

Candidates should upload materials directly on the DRG website by visiting the Menlo School listing [HERE](#).

## Non-Discrimination Policy

Menlo School does not discriminate or condone discrimination against any member of the School community on any basis, including race, color, ethnicity, national origin, ancestry, age, sex, gender, gender identity, gender expression, sexual orientation, religious creed, medical condition, pregnancy, childbirth, medical conditions related to pregnancy or childbirth, physical or mental disability, genetic information, genetic characteristics, marital status, citizenship, immigration status, primary language, veteran or military service status, and all other legally protected characteristics in any of its policies, procedures or practices. This nondiscriminatory policy covers admission and access to, and treatment and employment in, the School's programs and activities.

