

2019 Finance Institute

Franklin Marriott Cool Springs | 700 Cool Springs Blvd | Franklin, TN 37067

Meeting Room: Appaloosa



Sunday, January 27

04:00 pm – 07:00 pm {registration}

06:00 pm – 07:00 pm {opening reception}

Monday, January 28

08:00 am – 09:00 am {registration + breakfast + exhibits}

09:00 am – 10:15 am > ***Right Sizing: Balancing Budget and Program***

With the ever changing economy and competitive markets for independent schools ... what does “right sizing” mean to your school? This session will be a collaborative conversation to discuss the factors involved when defining, evaluating, and executing the right-sizing process for your school. We will discuss the importance of innovative staffing, program planning, and open communication between the key players: head of school, business officer, and academic teams.

- Pam Andrews, Chief Financial & Operating Officer, St. Paul’s Episcopal School
- Marty Lester, Head of School, Brookstone School

10:15 am – 10:45 am {break}

10:45 am – 11:45 am > ***What Are Your Financials Trying to Tell You?***

This session will explore the fundamentals of financial performance and how your school’s story is defined through them. What can these financials tell you, based on how they compare to the rest of the industry? At the end of every fiscal year, schools undergo an audit to summarize financial performance, highlighting results against benchmarks as compared to industry practices and guidelines. Additionally, the audit relays performance to external constituents – trustees, alumni, grantors, donors, and lenders. We will also review a financial recovery case study where industry metrics were used to educate leaders on operational strategy designed to position the school for long-term success.

- David Adams, Senior Vice President, George K. Baum & Company

11:45 am – 01:00 pm {lunch in Salon 6}

01:00 pm – 02:15 pm > ***Managing Risk and Creating a Culture of Safety in Your School***

This session will provide school leaders with a variety of tools to better understand how risks facing today’s schools must be managed at every level by creating a culture of safety that not only protects all members of the school community but also the financial sustainability of the school and its reputation.

- Cheryl McDowell, Vice President, Education Practice Group, Bolton & Company

02:15 pm – 02:45 pm {break}

02:45 pm – 04:00 pm > ***Developing Leadership and School Culture From the Business Office***

Regardless of role, all independent school leaders impact their communities in many important ways. One of the most enduring is through the cultivation of school culture. We will explore the what and why of culture then engage in a few quick self-assessments that help us to understand our role as cultural cultivators.

- Patrick Schuermann, Director, Independent School Leadership Master's Program, Vanderbilt University, Peabody College

04:00 pm – 04:15 pm {break}

04:15 pm – 05:00 pm > ***Mix and Match Discussion Groups***



Join attendees from the Athletic Directors Conference and the Auxiliary Programs Conference to discuss how different departments can work together for mutual benefit and the good of the school.

05:00 pm – 06:00 pm {reception + exhibits}

Tuesday, January 29

08:00 am – 09:00 am {breakfast + exhibits}

09:00 am – 10:15 am > ***Using Negotiation and Conflict Resolution to Benefit Your School***

Negotiating vendor pricing, developing new employee contracts, arranging employee benefit plans, and other major agreements can make a difference in your school's financial success. Learn best practices for negotiating that help you meet your goals and leave all parties involved satisfied. This session will offer conflict resolution skills and techniques around school-based scenarios and how to communicate those decisions effectively.

- **Jerry Chambers, Chief Financial Officer, First Academy & ISM Consultant**

10:15 am – 10:45 am {break}

10:45 am – 12:00 pm > ***Financial Implications of School Security***

This session will offer a deep look how at security, risk management, and risk assessment can affect a school's financials. We will review cost-effective ways to improve security as it relates to culture, policies and procedures, training, and systems integration. We will also discuss the important roles heads of school, administrators, facilities managers, and operations directors play in the security of their school.

- **Dan Stephens, President, Invictus Consulting**

12:00 pm

{adjourn}

Speakers



David Adams

Senior Vice President, George K. Baum & Company

David has worked in the nonprofit and government finance industry for 25 years, having served as an investment banker for 20. He has administered financings in every state in the Southeast, having structured some of the more complex multi-jurisdictional, public-private, and higher education transactions in the region. Focused on education finance, David has worked with many MISBO and SAIS schools. He previously served as the chief financial and operations officer of a nonprofit cultural institution and as managing director at BB&T Capital Markets, where he was responsible for the firm's education finance initiative. David holds a B.S. in business administration from the University of North Carolina at Chapel Hill and an M.B.A. from the Babcock School at Wake Forest University.



Pam Andrews

Chief Financial & Operating Officer, St. Paul's Episcopal School

Pam Andrews joined the St. Paul's Episcopal School family as the CFO/COO in 2011 assuming responsibilities over finance, human resources, facilities, admissions, technology, extra-curricular activities, cafeteria, and the campus store. Before entering the independent school arena, Pam worked as a finance officer for several large corporations, was an independent finance and operations consultant to small businesses, and operated a family-owned floral business. She earned her B.S. in accounting and computer science from Mobile College and an M.B.A. from Springhill College, both in Mobile, AL.



Jerry Chambers

Chief Financial Officer, First Academy, ISM Consultant

Jerry has served as CFO at The First Academy in Orlando, FL, since 2009 with executive responsibilities over finance, operations, facilities, human resources, technology, admissions, international student programs, marketing, the school store, and The Virtual Academy. He joined the ISM faculty in 2014 and the consulting team in 2016. Prior to his school career, Jerry served in various senior-level positions in investment banking, retail, transportation, and logistics. He earned his B.S. in marketing and finance at The Ohio State University.



Marty Lester

Head of School, Brookstone School

Marty Lester became head of school at Brookstone in 2016. Prior to accepting this position, he held the position of head of school at St. Paul's Episcopal School in Mobile, AL. Marty has served as a teacher, coach, department chair, club sponsor, and administrator over the course of his 23 years in independent school education. Marty received his B.A. from Millsaps College, his J.D. from the Cumberland School of Law of Samford University, and an M.Ed. in educational leadership from the University of South Alabama.



Cheryl McDowell

Vice President, Education Practice Group, Bolton & Company

Cheryl McDowell has over 30 years of experience in insurance and risk management, specializing in educational institutions. She holds a variety of designations including Associate in Risk Management (ARM), Certified Insurance Services Representative (CISR), and Certified School Risk Manager (CSRM). Cheryl has developed a forensic audit process to help clients achieve their risk management goals, which includes an insurance coverage review, benchmarking, and best practices recommendations. She has served as a faculty member for the National Alliance for Insurance Education & Research and has spoken at NAIS, NBOA, SAIS, and MISBO conferences on topics ranging from the basics of insurance coverage to complex risk management strategies.



Patrick Schuermann

Director, Independent School Leadership Master's Program, Vanderbilt University, Peabody College

Dr. Schuermann is the director of the independent school leadership master's program at Peabody College of Vanderbilt University. He has authored numerous articles, reports, and books, including *Successful School Leadership: Planning, Politics, Performance, and Power*, which is the anchor text in the Peabody Instructional Leadership Series, and *Leading Schools to Success: Constructing and Sustaining High-Performing Learning Cultures*. Additionally, Dr. Schuermann served as the founding co-editor of the *Oxford Encyclopedia of Education Online* and in 2014 won an Emmy Award for best educational piece for his documentary on effective school leadership, *A Matter of Principles*. He previously served as a teacher, tutor, and coach at Christ Church Episcopal School in Greenville, SC, and Lake Highland Preparatory School in Orlando, FL.



Dan Stephens

President, Invictus Consulting

Dan Stephens has served in law enforcement for over 24 years and is an expert in intelligence threats. His background in tactical and instructional security offers valuable expertise for extensive on-site threat assessment and developing comprehensive plans to mitigate that risk. Dan has nine years of experience with SWAT teams, has acted as field training officer for two state police field posts, and was instrumental in the development and implementation of a statewide active shooter program. He is a certified ALERRT (Advance Law Enforcement Rapid Response Training) instructor and has trained state troopers and officers from numerous agencies on response tactics for active shooter events.