

# Brett J. Fuhrman

---

## SUMMARY OF QUALIFICATIONS

- Influential school leader driving and shaping strategic direction and long-term vision in private and public sectors.
- C-Level executive experience within large urban public school systems and small to large independent schools.
- Proven track record exceeding the expectations of Heads of School and Trustees.
- Recognized for creative problem-solving and continuously improving processes in the pursuit of excellence.
- Extensive experience in the development of strategic plans and preparation of complex financial models.
- Managed organizations successfully through crises as a senior member responsible for key decision-making.
- Ability to successfully balance being in the details while understanding and managing the big picture.
- Expertise identifying and implementing cost-savings opportunities without impacting core programming.

Strategic Planning

Campus Master Planning

Organizational Restructuring

Performance Management

Turnaround Plans

Construction Management

Crisis Management

Team Development

Process Improvement

Big Five CPA Firm Trained

Management Dashboards

Budgeting & Forecasting

Financial Modeling

Internal/External Reporting

Certified Public Accountant

---

## PROFESSIONAL EXPERIENCE

**Carolina Day School [Asheville, NC]**

**7/2017 – Present**

*PreK-12 coeducational day school on two campuses with 650 students, 195 employees and a \$17 million budget.*

**Interim Head of School (7/2023 – Present)**

**Chief Financial Officer (7/2017 – 7/2020 day-to-day; 8/2020 – 6/2023 fractional)**

- Responsible for management of business office, facilities, IT, human resources, and auxiliary programs. Supervise staff of 15 including 5 direct reports.
- Developed 10-year financial model and strategic options to address near-term financial challenges while ensuring long-term financial sustainability.
- Led efforts to create a financially attainable campus plan through the development of a new approach to addressing the facilities needs while enhancing the School's program and mission.
- Led the refinancing effort to restructure long-term debt with a more favorable rate and providing an additional five years to the balloon payment date.
- Oversaw the enhancement of internal control environment resulting in more efficient accounting processes and more accurate and timely financial reporting.

**Parke Consulting Group LLC [Asheville, NC]**

**11/2018 – Present**

*Founder and Principal Consultant serving small businesses and nonprofits as a strategic adviser and fractional CFO with a focus on finance, operations, and planning.*

**The Association of Boarding Schools [Asheville, NC]**

**8/2020 – 8/2023**

*Non-Profit serving college-preparatory boarding schools in the United States, Canada, and around the globe.*

**Vice President, Finance and Operations**

- Responsible for financial planning, administration, reporting, and forecasting activities and provides day-to-day management of its banking and investment accounts. Supervise 4 direct reports.
- Management and administration of TABS Insurance, Inc., a fully-owned subsidiary of TABS operating as a captive insurance company licensed in North Carolina.

**Buckingham Browne and Nichols School [Cambridge, MA]**

**8/2013 – 6/2017**

*PreK-12 day school located on four campuses with 1,022 students, 300 employees and a \$42 million budget.*

### **Chief Financial Officer / Chief Operating Officer**

- Responsible for management of business office, facilities, health services, transportation, IT, dining services, human resources, and auxiliary programs. Supervised staff of 85 including 8 direct reports.
- Developed a Board of Trustees' financial dashboard for use on an annual basis.
- Managed a complex \$11 million Middle School renovation from construction documents to completion on time and within budget. Project included complicated logistics planning and relocation of students.
- Led master planning efforts at two campuses. The Lower School focus was on the integration of the campus and facilities to fully support the shifting focus on teaching 21<sup>st</sup> century skills. The Upper School focus was on the integration of the acquired acre of contiguous property with enrollment growth and athletic facilities enhancements while addressing long-time parking shortages.
- Led the strategic acquisition of two properties totaling 1.6 acres critical to the school's long-term health, providing significant future campus expansion potential.
- Led the creation and development of a school-wide strategic sustainability framework and advisory group.
- Led the transition to a new medical insurance plan generating annual savings of \$225k (a 10% reduction in costs) while enhancing benefits and providing future budget cost-certainty and containment.

### **Brooks School [North Andover, MA]**

**7/2010 – 7/2013**

*Coeducational boarding and day school with 370 students, 180 employees and a \$22 million budget.*

### **Associate Head for Finance and Operations**

- Responsible for management of business office, human resources, facilities, information technology, dining services, sustainability and auxiliary programs. Supervised staff of 75 including 7 direct reports.
- Led campus master planning efforts to envision plan and develop road map to implement over 10 years.
- Managed \$3.5 million new dormitory and faculty housing project from schematic design to completion.
- Created a 20-year financial model and developed a plan to meet Brooks' needs in the near and long-term.
- Developed and executed a debt restructuring plan resulting in a more conservative and less risky debt structure. Refinancing generated savings of \$360k annually (a 21% reduction in budgeted costs) and was completed at no net present value cost.
- Strong financial management provided opportunity to reduce reliance on endowment draw for operations, redirect funds for plant projects, reduce reliance on tuition revenue, and create new cash reserve.
- Led the strategy and development of a comprehensive wellness initiative creating awareness, education, and behavior shift for students and adults on campus.
- Led efforts to contract with a third party to install, operate and maintain a 1.1 MW solar array on campus.
- Led the transition to a new medical insurance plan generating annual savings of \$290k (a 20% reduction in costs) while maintaining existing benefits and a better administrative experience for employees.

### **Denver Public Schools (Denver County School District) [Denver, CO]**

**11/2004 – 6/2010**

*Urban school district with over 78,000 students, 150 schools, 12,000 employees and a \$1.3 billion budget.*

### **Chief Financial Officer**

**Promoted 12/2008**

- Responsible for district-wide financial planning, cash management, debt management and the supervision of budget and finance, general accounting services, risk management, federal programs and disbursing. Supervised 93 staff members including 6 direct reports.
- Led efforts to sell and refinance general obligation bonds totaling over \$500 million from conception to issuance, including the determination of size, compilation of official statement (prospectus) and presentations to potential investors and rating agencies. Leveraged various financing mechanisms such as tax-exempt bonds, taxable Build America Bonds and Quality School Construction Bonds to ensure lowest possible interest rate.
- Successfully maintained AA rating with rating agencies (Moody's and Standard and Poor's) during the credit crisis of 2008-09 while absorbing escalated interest costs on \$750 million of variable debt. Strong financial management contributed to increase in general fund reserves from \$15 million to \$106 million.
- Negotiated several contracts with the teachers' union as a member of the Collective Bargaining team.
- Developed a culture emphasizing the importance of communication, customer service, empowerment, teamwork, and metrics resulting in increased efficiencies and improvements in processes and procedures (e.g. monthly reporting and analysis, month-end and year-end close).
- Enhanced the internal control environment and worked collaboratively with the internal audit department to develop a more comprehensive annual audit plan.

**Director of Budgetary Services****Promoted 6/2006**

- Responsible for management of district-wide budgetary services including the budget development process for all schools and departments, the preparation of annual budget documents for the Board of Education, and the development and implementation of training programs for schools and departments. Supervised 13 staff members including 8 direct reports.
- Created, developed, and implemented a new school budget allocation methodology (Student-Based Budgeting) resulting in a more transparent and easier to understand system in which dollars followed students and fewer dollars were managed centrally.
- Coordinated the development of the \$1.3 billion budget across 16 different funds while strategically using multiple funding sources to best leverage financial resources.
- Reorganized the Office of Budgetary Services to better meet the needs of schools and departments.

**Manager of Special Projects****Promoted 1/2006****Qwest Communications / ICG Communications [Denver, CO]****8/2003 – 10/2004***Senior Financial Consultant/Senior Financial Analyst***Arthur Andersen L.L.P. [Atlanta, GA]****9/1998 – 5/2002***Global Corporate Finance Turnaround Consulting Senior Analyst/Business Advisory Senior Auditor*

---

**EDUCATION/PROFESSIONAL DEVELOPMENT****Drake University [Des Moines, IA]**

- Bachelor of Science in Business Administration, Concentration in Accounting
- Played Division I soccer

**Certified Public Accountant [Colorado]**

- Active Status – member #22683
- Member of American Institute of Certified Public Accountants (AICPA)

**Think Tank on Global Education [Harvard Graduate School of Education]**

- Participated in an intense online course culminating with a 3-day residency program focused on developing competencies critical to a global education and action steps to build a global education program.

**Leadership Bootcamp [Jack Welch Management Institute]**

- Participated in an intense online course focused on applying the Jack Welch MBA program principles to the independent school setting. Program included cohorts of participants from peer schools.

---

**PERSONAL INTERESTS**

- Spending time with my wife and 3 children, running, traveling, snowboarding/skiing, hiking, attending live music events