FOR YOUR TEAM · THE CFO CHAIR

The CFO Chair

Corporate Finance / CFO Operations

Sit in the CFO chair of a real company — covenants, audits, M&A inbound, board questions — day after day, on books that keep score.

Learning objectives

- Keep liquidity above the floor and inside the covenant under real pressure.
- Defend tax + audit positions with the right framework and tone.
- Fund projects that beat the cost of capital, and read the post-audit honestly.
- Commit a calibrated weekly forecast and own the misses.
- Triage urgent finance emails without optimizing one pillar at another's expense.

How it runs

1. **Inbox arrival**
   Finance emails arrive on every active day, the same ones for every team: treasury, audit, board, tax, M&A, each tagged urgent, important or info. An email the class has had before can come back with its amounts changed, so last time's answer isn't automatically right.
2. **Commit the week**
   From Friday's emails through the week's first day, the team commits a range for Friday's cash, and any planned revolver draw.
3. **Choose or write**
   Choice emails hide their effects until you answer, in an order shuffled for each team; written emails demand a real CFO memo. A call the company can't pay for is refused.
4. **Watch the books**
   Each call's money lands with its timing: liquidity, the covenant and project value update. After each Friday, the books send the lender's check, the waiver or the board's question when the numbers call for them.
5. **Repeat**
   Daily rhythm of CFO judgment under real time pressure; every day counts in Cash Discipline and every week in Forecast Accuracy. After each Friday, each student writes a short reflection from their seat on the finance team: what the books, the covenant and the guidance said, and what their seat does next week.

Pillars & scoring

CAPITAL ALLOCATION

Value created by the projects the team funds or sells, at the company's cost of capital, as expected when each call is made (0-100; 50 = none created or destroyed). The post-audit shows how each project turned out.

FORECAST ACCURACY

The weekly guidance against what happened (0-100): a narrow range that holds Friday's cash scores well; a miss costs ten times its size; no number scores 0.

AUDIT TRUST

Judgment on disclosure and controls (0-100): calls graded against the options the team had, and every memo's grade × 10.

CASH DISCIPLINE

Liquidity against the company's floor and covenant headroom, every sim day (0-100): full at the floor and nothing extra above it; points off for thin headroom, a breach or an unplanned revolver draw.

Key features

- **Senior-CFO LLM grader**
- **Five companies, real books**
- **Projects with post-audits**
- **Weekly guidance**
- **Flexible cadence**
- **Light finance-team seats**

Fit & format

PACING

One sim day per active day: 25 on the 5-week format, 40 on 8-week, 70 on a semester (Mon-Fri at 3 emails a day by default). The professor can change the number of days.

COHORT SHAPE

Designed for ~15-30 students in teams of 4-5. Each team runs one persistent CFO office and splits four finance-team seats (one student can hold two on a small team).

BEST FOR

MBA corporate finance, advanced accounting/finance electives, executive education for CFO development.

WHAT SETS IT APART

The only sim that puts students in the CFO seat continuously. Same continuous-operations engine as The Operator, but every email is a finance judgment call that runs through a real company's books (liquidity, the covenant, projects, a weekly forecast) — and the grader is a senior CFO.

LMS

Canvas, Blackboard, Brightspace, Moodle via LTI 1.3. Students launch from your LMS with single sign-on; one-click grade publish posts scores back with the rubric breakdown as the comment.

PRICING

$20 / student

Founding Faculty: free in spring 2027, then $10 / student

Per semester. No platform fee, no per-section charge, no seat minimums. Institutional invoicing available.

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