



President

Leadership Opportunity
July 2012

Missouri Military Academy



Carney, Sandoe  Associates

800-225-7986 ▼ www.carneysandoe.com

Mexico, Missouri
245 young men
Grades 6-12

www.missourimilitaryacademy.org

THE POSITION

Missouri Military Academy (MMA) in Mexico, Missouri, seeks a President to lead a community of 260 cadets and 31 faculty. Founded in 1889, MMA is considered one of the leading military boarding schools in the country with a noteworthy record of academic achievement and college placement. MMA educates young men from grades 6 through 12, offering an additional post-graduate year, with a focus on preparing cadets for the rigors of college and life. MMA benefits from the leadership of Academy President Major General Robert M. Flanagan USMC (Ret), who has served since 2007. General Flanagan has led the school through a period of significant capital improvements, expanded the Academy's technology resources and curriculum, and established effective programs to raise ACT/SAT test scores and grade point averages. More than ever, MMA can be proud of its impressive college admissions and unprecedented college scholarships. The next President will find hardworking cadets, dedicated, well-qualified teachers, and a committed Board of Trustees with deep connections to the school. With the recent addition of a new \$9 million academic building, Barnard Hall, the Academy has raised its academic standards and is poised to move ahead as one of the premier all boys military boarding schools in the country. This is an exceptional opportunity for a new leader to continue this upward trajectory and take MMA to the next level of success.

Mission

Missouri Military Academy's structured environment empowers young men to succeed through a program of academic excellence, character development and leadership training.

Vision

*Missouri Military Academy develops cadets who:
Are of sound moral character and self-disciplined to strive for and achieve their goals.
Are academically prepared to attend college; and
Are better prepared for life as a result of the Academy's mentoring and focus on academic, physical, and social development.*

THE SCHOOL

Missouri Military Academy was founded in 1889 by Civil War veteran Colonel A.F. Fleet and Missouri Governor Charles Hardin. MMA opened its doors at a time when a military school education was a common choice for parents who wanted to prepare their sons for success. Today, MMA's successful program relies on traditional structure as well as modern educational techniques, creating a learning environment that promotes academic excellence and character development. This well planned environment includes a JROTC program, small classes, individualized attention, extra help sessions, peer tutoring, availability of a learning specialist, and monitored study halls in the evenings. The new Academy Day School Program accepts young men from the Mid-Missouri area to be day students in grades 6-12. The Academy teaches the cadets to manage their time effectively, study diligently and apply what they have learned to life's ongoing challenges. Above all, the Academy stresses the time-honored values of honor, integrity, perseverance and duty.



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Missouri Military Academy is focused on developing young men for the challenges of the 21st century. With a state-of-the-art academic building, small class size and involved faculty, the Academy continually reevaluates and enhances the curriculum and classroom technology to meet the educational challenges of the future. MMA's focus has consistently been to teach each young

man to "look like a soldier, act like a gentleman and study like a scholar". MMA's history of success and dedicated leadership has allowed the Academy to continue to thrive while similar schools have struggled.

MMA at a Glance

Grades: 6-12

Current enrollment: 245

Faculty: 31

Faculty with advanced degrees: 74%

Cadet-Teacher ratio: 11:1

Operating budget: \$9.2 million

Indebtedness: zero

Endowment: \$38 million

Annual giving most recent year: \$275,000

Capital giving most recent year: \$439,000

Parent participation in giving: 33%

Financial Aid budget: \$725, 000

Cadets receiving need-based aid: 36%

For more than 120 years, generations of young men have studied at MMA and have gone on to lead successful and productive lives. Ingrained in each MMA graduate is the resolve to excel in college and in life. An impressive record of 100% college acceptance and an average \$48,000 in college scholarships earned per cadet are testimony to MMA's commitment to each cadet. Thousands of accomplished alumni have assumed positions of authority in business, finance, education, the arts and the military.

Missouri Military Academy has been named one of the nation's Exemplary Private Schools by the US Department of Education and has been designated as an Honor Unit with Distinction by the US Department of the

Army's Junior Reserve Officers Training Corps. MMA is accredited by The Independent Schools Association of the Central States, and is an active member of The Association of Military Colleges and Schools of the United States, The Missouri State High School Activities Association, The National Association of Independent Schools, The Association of Boarding Schools and The College Entrance Examination Board.



CORE VALUES

The Guiding Principles by which Missouri Military Academy accomplishes its Mission and Vision are:

- **Moral Behavior.** *Young men are encouraged to develop an ethical and moral foundation with a social conscience in order to successfully meet the challenges of a global society.*
- **Critical Thinking.** *The Academy's excellent college preparatory education emphasizes*



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critical thinking, intellectual curiosity, mathematical competency, and literacy in reading, writing, and speaking English. Cadets must develop individual study and organizational skills, self-discipline, self-motivation, teamwork and communication skills.

- ***Safe and High Quality Environment.*** *The MMA experience requires a safe and secure environment in order for our cadets to truly learn and grow. The Academy must maintain excellent support programs, infrastructure, and facilities in order to deliver the Academy's value proposition.*
- ***Professional Faculty and Staff.*** *The development of young men requires a motivated, well-educated faculty committed to educating, inspiring, and mentoring cadets both in and out of the classroom.*
- ***Citizenship.*** *Young men must understand the importance of selfless contributions to our society through respect for themselves and others. They must appreciate the value of service and of a strong work ethic.*
- ***Health and Wellness.*** *Young men adopt and adhere to a healthy lifestyle of proper diet and physical fitness thereby promoting both physical and social development.*

CAMPUS, SETTING AND LOCATION

Tall oak and ash trees shade a broad sweeping lawn that leads to the barracks and columned, Barnard Hall, the academic center of campus. The soon-to-be-completed, new Stribling Hall will be an architectural replica of its hundred-plus year old name-sake. All recently completed buildings blend seamlessly with those that have been here since the Academy first opened its doors. Visitors to MMA quickly come to feel that they are on the campus of an institution that has stood the test of time and is steeped in tradition and history. Further exploration of the campus shows that the facilities indeed are 21st century. MMA is a balanced combination of both tradition and leading edge methods and technology.

The \$9 million, 43,350-square-foot Barnard Hall academic complex opened in 2009 and is a state-of-the-art classroom building. This Gold LEED Certified building enhances the academic experience of cadets by using the sound environmental features of the building as a teaching tool and provides an excellent venue for learning.

Stribling Hall, which had stood as the centerpiece of the MMA campus since 1900, was razed in March, 2011, to make way for a \$5 million, high-tech administrative building with the identical face. Age and condition of the building were primary factors in the decision to take the building down and replace it. This was the third building on campus to be replaced in the last three years and part of an ambitious master plan to upgrade facilities and bring the campus to the next level of excellence. The new Stribling Hall is expected to open in May 2012. MMA is also seeking LEED certification for this building.

Cadets enjoy working out in some of the finest high school athletic facilities in the Midwest,



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including the spacious Field House (the largest of its kind in Missouri), with an indoor track and rifle range, and weight room. The Centennial Gymnasium boasts a modern weight-training facility, while the Natatorium features a 25-meter indoor swimming pool and diving tank. The outdoor athletic complex includes an all-weather track, soccer field, football field, rappelling tower, baseball field and horse stable.

MMA's 288-acre campus is ideal for camping, hiking, fishing, boating, horseback riding and military exercises. As a participating member of the larger public community, MMA permits Mexico residents access to many of its facilities.



MEXICO

Mexico has a population of 10,800 and is the county seat of Audrain County. The city lies 110 miles northwest of St. Louis and 40 minutes from Columbia, the 13th most highly educated municipality in the United State and home of the [University of Missouri](#). Founded in 1836, Mexico was an important stop on both the Wabash Railroad, which came through in 1859, and the Alton Railroad, which arrived in 1872. Today, Mexico's industrial facilities produce biodiesel, packaging materials, copper and magnesium, soy products, and pharmaceuticals, as well as aircraft, pontoon boats and golf cart manufacturing. Mexicoans are friendly and proud of the town's history, buildings and atmosphere. The town offers small-town charm and an attractive, welcoming downtown area with popular boutiques and restaurants. Mexico's galleries, museums and historical sites present a wide range of cultural events and exhibits, and concerts, lectures and performances are varied and frequent. The 900-seat Presser Performing Arts Center has been restored and hosts cultural and fine arts programs and events throughout the year. The



Audrain County Historical Museum Complex is a popular place for residents and visitors and includes five restored buildings on an 11-acre site, a place where people "step back in time". A desirable place to live, Mexico's neighborhoods of tree-lined streets and well-maintained homes are some of Missouri's safest areas. The town offers reasonably priced homes and a relatively low cost of living. Outside of Mexico, historic buildings give way to some of the state's richest farmland.



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Mexico's many lakes provide ample opportunity for swimming, fishing, canoeing, kayaking, power boating, sailing and water skiing. Woodland trails and forests in the area are popular places for camping, hunting, hiking, and spelunking. For golf enthusiasts, the Mexico Country Club has an 18-hole golf course and the Arthur Hills Golf Course is open to the public. Mexico offers 13 public parks, eight public tennis courts (lighted), three soccer fields, 11 baseball fields, nine outdoor basketball courts, three volleyball courts, and a public Olympic-size swimming pool. An active YMCA and the city's Department of Recreation sponsor year-round programs and activities for the community.

MMA is on the eastern edge of Mexico, conveniently located near all the local highways.

CADETS

Missouri Military Academy cadets are young men of good character from around the world who share a desire to reach their highest potential. Boys with untapped potential who have difficulties amid the "noise" of modern day society often find their way at MMA. Last year 211 students applied to the Academy and 81% of students who were offered admission enrolled. MMA's enrollment for the 2010-2011 school year was 245 and the current enrollment target is 300 cadets. With the recession, enrollment dipped slightly in 2008 but has remained stable ever since. MMA prides itself on creating a truly multicultural learning environment in which young men of different nationalities can come to appreciate their differences and similarities. Over the long life of MMA, cadets have attended from all 50 states and from 30 foreign countries. Today, nearly one quarter of cadets are People of Color and 40% of cadets are international.



FACULTY

The Academy's teaching staff is comprised of an experienced, diverse body of professionals dedicated to the intellectual and ethical development of each cadet. Through their words and actions, the instructors promote academic achievement and character education on a daily basis. Seventy-four per cent of MMA teachers have advanced degrees. The faculty is continually improving their teaching methodology through a wide variety of professional development opportunities.

THE ACADEMIC PROGRAM

The High School College Preparatory Program addresses the needs of cadets who are at different stages of their academic development. The curriculum offers small classes, individualized attention, flexible scheduling and a Learning Center for cadets who have academic difficulty. An established English as a Second Language (ESL) program helps acclimate international



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students to the academic program. A challenging Advanced Placement (AP) and Dual-Credit programs are available for more academically talented and motivated cadets. Of the MMA cadets who took AP exams this year, more than half achieved scores of 3 or above. There is also a Post-Graduate program for recent high school graduates who need another year of academic support before embarking on college.

The MMA Middle School is comprised of grades 6-8 and the focus is to assimilate cadets into the academic program, regardless of their background, and to push them to achieve as much as they can each day. These younger cadets enjoy even smaller class sizes and more individual attention than the high school with an extra emphasis on reading improvement. On average, the cadets improve as much as two grade levels in comprehension in the Middle School reading program. Middle School instructors pride themselves on creating a caring, enriching environment, where young boys grow to become good citizens and cadets. Resident advisors and 24-hour supervision help focus cadets through structured activity in a disciplined environment. This individual attention helps each boy grow mentally and physically as well as develop interpersonal skills.

The disciplines of English, Mathematics, Science, History and Languages are taught in innovative, thought-provoking ways. Cadets explore their talents through a variety of other courses and electives in Fine Arts, Digital Media, Business, and Military Science. Cadets receive academic support through tutorials with their instructors, monitored study halls and one-to-one assistance with a Learning Specialist. Community service is integrated into the curriculum and includes projects for the town of Mexico, Audrain and surrounding counties. Detailed curriculum guides and department information for both divisions are available on the Academy website, www.missourimilitaryacademy.org.



MILITARY

The Junior Reserve Officers Training Corps (JROTC) mission is to motivate young men to become responsible world citizens. The program develops leadership skills, promotes a drug-free environment, strengthens character, emphasizes values, improves fitness and promotes a healthy lifestyle. MMA has been recognized as an “Honor Unit with Distinction” which allows the Academy special nomination privileges for the nation’s Service Academies.

Adventure training is a major part of life at MMA. These programs help improve the confidence and self-esteem of individual cadets, while drawing the Corps of Cadets together into a tightly knit unit. Activities include rappelling, rope bridge crossings, pushball competitions, paintball, orienteering/land navigation courses and cross-country runs. Military Instructors continually



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emphasize the need for teamwork and cooperation throughout the exercises, while encouraging cadets to push themselves to greater heights. The Military Department is manned by highly trained, active members of the US Army JROTC department. The pinnacle of cadet adventure training is membership in the JROTC Raiders, the elite group that stresses athletic conditioning and military skills.

SPIRITUAL

Moral and ethical values also play an important role in the lives of MMA cadets. Cadets must attend church on Sunday and the Academy encourages spiritual growth and respects the religious beliefs of the individual. The Academy's Chaplain offers a weekly non-denominational Vespers service on campus at the Academy's Memorial Chapel. Attendance and participation is a required part of a cadet's learning experience within the community.



ATHLETICS

Athletics are an integral part of cadet life. For High School and Middle School cadets, participation develops initiative, individual ability, sportsmanship, leadership, and teamwork skills. The athletic program follows the "whole man" philosophy which promotes healthy competition. The size of the Academy and the scope of its athletic program means there is a place on a team for every cadet. Varsity sports include: football, soccer, cross country, wrestling, basketball, riflery, swimming, golf, tennis, track and baseball. Intramural sports include: football, basketball, soccer, baseball, horseback riding, weights and conditioning training and JROTC Raiders.

EXTRACURRICULAR ACTIVITIES

MMA offers a wide variety of activities for cadets outside of the classroom, including the MMA Marching Band, Color Guard, and Precision Drill Team, which have performed on the national stage during Big-12, Kansas City Chiefs, St. Louis Cardinals and Blues games. They have been in six presidential inaugural parades and every gubernatorial parade in Missouri since 1940. Dramatic talents are exercised in plays performed by the MMA Dramateers. MMA also sponsors a flight training program. Based at a local air field, this class allows young men to learn the fundamentals of aviation and earn their private pilot license for a single-engine aircraft.



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THE LEGACY PROJECT, THE STRATEGIC PLAN 2010-2015

In 2009, the 14-member Board of Trustees voted to adopt The Legacy Project: a five-year Strategic Plan that will expand and improve all aspects of the Academy. MMA is poised to move ahead to create the Academy of the future – a college prep institution that provides a structured learning environment with a focus on educating “the whole boy.” Physical health, social skills and individual character will continue to be central to an MMA education.

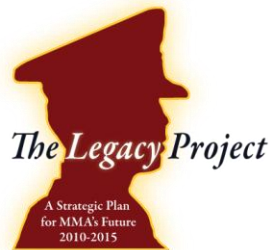
The Legacy Project focuses on four key areas and states:

Academics:

- *MMA is building a cutting edge program that provides cadets with a “21st Century Education” taught by a professional faculty and staff. Professional development is crucial to the growth and continuing education for the faculty is a priority.*
- *Elevation of the math and science curriculum and expansion of the technology and business education programs are of particular priority, since these subjects are increasingly crucial to the future workforce. The addition of foreign languages such as Chinese will also prepare students for futures in global commerce or international relations.*

Physical Plant:

- *The plan addresses a need to renovate existing facilities and to construct new facilities on campus. From small renovations and maintenance to complete remodeling projects, the preservation of the historic campus is an ongoing priority.*
- *Major construction projects include a new administration building built in the image of the original structure, with significant updates to the building’s interior layout and rear elevation. An athletic stadium facility on the site of the current soccer field has also been proposed, along with development of an outdoor obstacle course, the acquisition of properties surrounding the Academy, construction of a President’s home and renovation of the barracks. Over the last three years alone, the Academy will have spent nearly \$15 million on new building projects.*



Technology:

- *The expansion of technology in and out of the classroom will elevate the level of education offered by MMA as it improves internal and external communication. The plan makes the consistent and constant acquisition of new technology a priority, including new hardware, software, web-based applications and communication systems.*



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- *The creation of a language lab, development of a digital television and film studio and the introduction of additional courses in computer science and web development and a 1:1 laptop program are also part of the plan.*

Development:

- *MMA is looking to double the Annual Fund revenue from approximately \$200,000 annually to \$400,000 annually by 2015 and are relying on increased participation on behalf of alumni, parents and friends to reach these goals.*
- *The Annual Fund is an essential fundraising priority for MMA, since it will support many of the initiatives described in the plan by increasing the annual budget.*
- *Leadership gifts will be pursued to support capital projects and to establish more endowed scholarships, which will meet a growing need for financial aid.*

THE OPPORTUNITY

The President is the chief executive officer of the school, reporting to the Board of Trustees. He or she will execute the mission of the school and carry out the policies determined in conjunction with the Board. The President's responsibilities include oversight of all academic, extracurricular, enrollment, and personnel matters, as well as management of the school budget and external relations. The new Head will be expected to be the inspirational leader of the school, broadly informed about academic matters, committed to excellence, and possessing both a moral and educational vision to take the school forward.

STRENGTHS OF THE SCHOOL

Throughout its entire history, MMA has provided its cadets with a strong academic program in a structured and disciplined environment. It is this regimented environment that has differentiated military academics from other independent schools. It is MMA's insistence in providing academic excellence *and* an ordered setting that has made it stand out among military academies. MMA has always ensured that the cadet's environment is safe, morally sound, healthy and encouraging. College acceptance rates and scholarship awards are testimony to the excellent job that is being done at MMA.



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MMA is financially sound. While the recent economic situation has taken its toll and new buildings and renovations of old buildings have been costly, the endowment remains sizable and sound fiscal management has kept MMA in an enviable financial position without debt. Substantial new buildings and renovations to older buildings have accompanied additions to the development and admissions staffs and demonstrate a serious commitment to increasing enrollment, additional funding and continued sustainability.

OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT

In the past five years, MMA has revitalized its commitment to excellence in academics. A time honored tradition of sound fiscal management and revenue protection had in the past also favored the enhancement of the endowment over the physical plant and the hiring of additional faculty and staff. A more healthy balance for the funding of all of these necessary assets has now been reached. The energies of the entire Board, administration, staff and faculty can now be directed to continuing this momentum to take MMA to the next level. The Academy's next President must develop, articulate and implement his/her vision for the future of the Academy to ensure its continued growth in the years ahead.



Moving MMA to the next level will require close monitoring of day-to-day operations of the school while maintaining and enhancing efforts to improve the Academy's visibility to its outside constituents. Greater marketing efforts will include outreach to potential cadets, involvement with alumni and potential donors, and strengthening ties to the larger academic community.

EXPERIENCES AND QUALIFICATIONS

A successful candidate will have a track record of leadership success in an educational institution that provides excellent academics and a structured, disciplined environment. This individual will also possess strong capabilities in activities such as alumni relations, development, and marketing communications while also demonstrating sound and proven financial acumen. S/he will also be culturally competent. A master's degree is required.

QUALITIES DESIRED IN THE PRESIDENT

This individual will be a person who will influence the administration, staff and faculty to accomplish the objectives of MMA and direct MMA in a manner that makes it more cohesive and coherent. The successful candidate will be a strong, intelligent, collaborative, team leader with a passion for academics. S/he will be patient and steady with excellent communication and people skills.



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TO APPLY:

Interested and qualified candidates should submit the following materials as separate attachments in one email:

- *cover letter expressing interest in the Missouri Military Academy position*
- *current résumé*
- *statement of educational philosophy and practice*
- *list of 5 references with name, phone number, and email address of each to:*

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