



# Headmaster

Leadership Opportunity  
July 2012

## TMI – The Episcopal School of Texas



Carney, Sandoe  Associates

800-225-7986 ▼ [www.carneysandoe.com](http://www.carneysandoe.com)

San Antonio, Texas

427 students

Grades 6-12

[www.tmi-sa.org](http://www.tmi-sa.org)

## THE POSITION

TMI - The Episcopal School of Texas, in San Antonio, seeks a Headmaster to lead a vibrant community of 427 students and 48 faculty members. TMI is the Flagship private school of the Episcopal Diocese of West Texas and currently enrolls boys and girls in grades 6-12, 48 of whom are boarders in the Upper School. TMI is the oldest Episcopal college-preparatory school in the Southwest and appropriately proud of this legacy. The TMI foundation is built upon the four pillars of *Academics, Athletics, Military and Spirituality*. The next Headmaster will find a school blessed with outgoing, engaged students, well-qualified, nurturing teachers, and an energized and dedicated Board of Governors. The TMI community is welcoming, respectful, and sincerely invested in the success of every student. The next leader will ensure the continuing excellence of all aspects of the school's operations and build upon the significant accomplishments of the past decade. This is an excellent opportunity to lead a school with a rich history and a bright future.

### *Mission Statement*

*The mission of TMI is to provide an excellent educational community, with values based on the teachings of Jesus Christ, challenging motivated students to develop their full potential in service and leadership.*

TMI's 28<sup>th</sup> Headmaster, James A. Freeman, Ph.D., retired at the end of the 2010-11 school year after six years of service. During that time, enrollment climbed from 310 students in 2005-2006 to a record high of 427 during the past year. All Saints Chapel and three new dormitories were completed, and

a successful Athletic Campaign was launched that built a competition-ready, all-weather track, installed lights on the baseball field, and added a new practice field. A major renovation of Frost Athletic Center, to be completed this fall, will include an enlarged weight room with new, state-of-the-art equipment. In the winter of 2011, TMI successfully completed the ten-year re-accreditation process with the Independent Schools Association of the Southwest (ISAS) and the Southwestern Association of Episcopal Schools (SAES). The Board of Governors has appointed Walter Spencer, former Middle School Division Head, to serve as Interim Headmaster for the 2011-2012 school year.

By any measure, TMI is enjoying a period of remarkable success. When the school moved to the current campus in 1989, enrollment was barely 200. Today, TMI benefits from full enrollment based on current capacity, and had a strong waitlist for 2011-2012. Interest in the school continues to grow dramatically, with admission inquiries rising 42% in the last year and campus tours growing by over 200%. 202 students applied for 100 available spaces in 2011, and 62% of applicants who were offered admission enrolled. The academic profile of applicants has also dramatically increased with entrance scores rising by 10-15% each year over the last five years. TMI has also strengthened its relationship with three principal "feeder" schools in San Antonio, St. Luke's Episcopal School, St. George Episcopal School, and San Antonio Academy, which together provide two-thirds of the freshman class.



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## THE SCHOOL

TMI traces its origins to the establishment of the West Texas School for Boys in 1893 by the Right Reverend James Steptoe Johnston, D.D., the second bishop of the Episcopal Diocese of West Texas. The school's name was soon changed to West Texas Military Academy (WTMA), and for decades graduates referred to their Alma Mater as "West Texas." It is a source of great pride that General Douglas MacArthur graduated in 1897 as Valedictorian. In 1926, the upper school of San Antonio Academy and WTMA were merged and the name was changed to Texas Military Institute. The school became coeducational in 1972. In 1974, the JROTC became optional, and today TMI maintains a co-ed Corps of Cadets with approximately 25% participation in both the middle and the upper schools. In 2005, TMI changed the presentation of its name to TMI – The Episcopal School of Texas.

### *TMI at a Glance*

*Grades: 6-12*

*Current enrollment: 427*

*Faculty: 48*

*Faculty with advanced degrees: 20%*

*Faculty of color: 12%*

*Student-Teacher ratio: 9:1*

*Operating budget: \$9.6 million*

*Indebtedness: \$715,000*

*Endowment: \$5.3 million*

*Annual giving most recent year: \$554,000*

*Capital giving most recent year: \$642,000*

*Parent participation in giving: 67%*

*Tuition 2011-12:*

*Middle School: \$18,385*

*Upper School: \$19,465*

*Residential: \$34,325 - \$38,225*

*Financial Aid budget: \$560,000*

*Students receiving need-based aid: 17.5%*

Through a rigorous academic curriculum, complemented by religious instruction, community service, the arts, and athletics, TMI seeks to cultivate the mind, body, and spirit of each student. By teaching students in small classroom settings, the faculty fosters lively interaction and close, personal relationships among students, and with the teachers themselves. With its strong emphasis on the development of servant leaders, TMI provides opportunities in and beyond the school community for students to develop and integrate the core values of scholastic aptitude, moral integrity, spiritual maturity and well-roundedness. Faculty members are dedicated to assisting each boy and girl in reaching his or her full potential – in the classroom and through participation in a variety of competitive sports, clubs and student organizations, and the theater and music programs.

TMI is fully accredited by the Independent Schools Association of the Southwest (ISAS) and the Southwestern Association of Episcopal Schools (SAES), and is a member of the National Association of Episcopal Schools (NAES), the National Association of Independent Schools (NAIS), the Texas Association of Private and Parochial Schools (TAPPS), the National Association for College Admission Counseling (NACAC), and the Association of Military Colleges and Schools of the United States (AMCSUS).



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### **SPIRITUALITY**

As the flagship and only high school of the Episcopal Diocese of West Texas, TMI embraces the joys and responsibilities of nurturing the spirit as well as the mind. TMI is firmly committed to the education and practice of faith in the Episcopal tradition and spiritual nourishment is central to the TMI way of life. TMI's chaplain is an Episcopal priest, and the Bishop of West Texas is the Chairman of the school's Board of Governors. Daily worship is a cornerstone of the TMI experience, a time when students, faculty, school leaders, and the entire community gather to honor God, to celebrate the collective life of the school, and to recognize special accomplishments by groups and individuals. It is also a respite of calm during the fast-paced school day. The Holy Eucharist is celebrated each month.

The religion requirement is part of the core academic curriculum. TMI does not proselytize, but introduces theology as part of a complete education. Just over half of students are associated with a sacramental Christian faith tradition and a third of students are from non-sacramental Christian traditions. Families of all religions are welcome at the school and current students represent a variety of faiths, including Hindu, Jewish and Muslim.

### **MILITARY**

Much of the rich tradition of excellence and leadership at TMI rests with the Corps of Cadets, which was founded alongside the school in 1893 and has received Honor Unit with Distinction designation from the Army for the eighteenth consecutive year. Today, the Corps maintains its tradition as one of the highest-ranked Junior Reserve Officer Training Corps (JROTC) programs in the country. Only 45 schools offer a military program similar



to the Corps of Cadets. It is a leadership lab in the truest sense for those boys and girls in grades 6 through 12 who choose to join. The Corps is led by cadet officers who are actively mentored by retired Army instructors, all of whom emphasize the values of integrity, dependability, self-discipline, commitment, respect and loyalty. Each week, the cadets participate in several formations and drills outside of the required JROTC elective class time for Upper School students. Throughout the year, the cadets conduct and participate in special ceremonies, parades, and community service activities throughout San Antonio.

Each year, approximately 25-30% of students enroll in the Corps. Graduates were enrolled at all five of the highly competitive service academies in 2010-2011. The Corps' status as an Honor Unit with Distinction allows the TMI

Commandant to nominate deserving cadets to attend any of these academies. TMI cadet graduates are also enrolled at Harvard, Stanford and Vanderbilt Universities, the Julliard and Manhattan Schools of Music, the Lehigh University Engineering program, Rice University, Texas Tech, Texas A&M and Baylor University. Fourteen alumni have risen to general officer rank, including General of the Army Douglas MacArthur, and alumni have also received the Medal of Honor and at least five Distinguished Service Crosses.

### CAMPUS, SETTING AND LOCATION

The 80-acre TMI campus has an authentic Texas feel, with handsome buildings of Texas limestone and with landscaping utilizing native plants. The beautiful All Saints Chapel opened in 2008 and is the heart of the campus. The primary classroom building, Coates Hall, opened in 1989 and has 24 classrooms and eight laboratories, as well as offices for faculty and staff. Other



facilities include the Helen and Everett Jones Library, the Margaret M. Alkek Theatre, and the Marcia and Otto Koehler Art Center. Athletic facilities include a pool, Howell Field and Fondren Stadium. The campus is nestled in an affluent neighborhood among the gentle rolling hills of northwest San Antonio. The surrounding terrain shifts from the flat city landscape to the vibrant green junipers and live oak trees of the Texas Hill Country.

**San Antonio** is now the seventh-largest city in the United States and stands at a geographical crossroads, merging the complex social and ethnic mixes of Texas. It is one of the fastest-growing cities in the country and proud of its innovation and unique atmosphere. Once primarily dependent on the military, San Antonio's economy is now principally based on financial services, government, health care and tourism. The economic and tax climate continues to attract new business to the city including bio-sciences, software development, green technologies, as well as insurance and financial management firms. Five San Antonio companies are in the Fortune 500 and two Fortune Global 500 companies are headquartered here, making San Antonio one of the more recession-resistant economies in the country. The defense industry remains a major strength in the metropolitan area, employing over 89,000 and providing a \$5.25 billion impact to the city's economy.

San Antonio is also a community that deeply values formal education; the community hosts over 100,000 students across its 31 higher-education institutions, and is also home to more than 30 private, independent and charter schools.



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Native Americans originally lived near the San Antonio River Valley. In 1691, a group of Spanish explorers and Catholic missionaries came upon the river and Native American settlement on June 13, the feast day of St. Anthony of Padua in Italy, and named the place and river "San Antonio" in his honor. It became a military garrison in 1718, and was settled by Anglos in the 1720's. While San Antonio is perhaps best known outside Texas for being home to The Alamo, the city offers a myriad of other attractions that make it a compelling urban center. In fact, twenty million tourists visit the city and its attractions every year, contributing substantially to the city's economy. From museums and galleries, to theater and fine dining, San Antonio is a vibrant, engaging community. History buffs will enjoy the Mission Trails, the King William Historic District, and Fort Sam Houston, while those who prefer more active diversions will have no trouble passing time at Brackenridge Park, a 433 acre refuge in the heart of the city.



The San Antonio Zoo, with a collection of more than 3,000 animals, is ranked as one of the best in the country.

One of the city's most charming attractions is The River Walk, or the Paseo del Rio - two and a half miles of cobblestone and flagstone paths bordering both sides of the San Antonio River as it winds its way through the middle of the business district, twenty feet below street level. Shops and restaurants line both sides of the river, creating a festive environment twelve months a year.

Active and spectator entertainment opportunities include the two-time NBA champion San Antonio Spurs, the amusement park Six Flags over Texas, and SeaWorld. The city's culture is enriched by the presence of the Witte Museum, McNay Art Museum, and San Antonio Museum of Art. As it has grown, the city has retained its sense of history and tradition, and at the same time creating a cosmopolitan infrastructure to satisfy both tourists and natives alike. The city retains an unhurried, organic feel, thanks to a winning combination of small-town warmth, respect for diversity and self-confidence rooted in its own unique history and identity.

### STUDENTS

TMI students represent a growing cross-section of ethnic, religious, and socio-economic backgrounds. This is a warm school described by students as a community of trust and encouragement. In the classic Episcopal school tradition, TMI works intentionally to establish a diverse and inclusive student body where all feel welcome and are encouraged to grow and thrive. As



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members of a community deeply committed to the Honor Code, TMI students develop a sense of personal, social, and academic responsibility. They also actively participate in visual arts, drama, music, and athletics, as well as student government and community service.

The Class of 2011 included two National Merit semifinalists and five others named Commended Scholars. Of all the Advanced Placement (AP) exams taken at TMI in 2010, 84% scored 3 and above, and twenty-eight TMI students were named AP Scholars, recognizing high scores on multiple exams. Of the TMI students who took the National Latin Examination, 53% received national honors, comparing favorably with the 38% rate in all of Texas. The Class of 2011 earned over \$5 million in merit-based scholarships, and the 62-student Class of 2010 earned over \$7 million, more than any class in TMI history.



#### **FACULTY**

TMI is a community where scholarship and academic rigor are valued and celebrated. The tone is set by qualified and dedicated faculty members who pass on their own life-long love of learning and hunger for knowledge. Small class sizes ensure that students are active participants in the learning process and encourage them not only to discuss and question ideas, but to develop and defend their own as well. TMI teachers take a personal interest in every student and establish open, accepting relationships to foster a partnership in exploration and discovery between adults and adolescents. The student-teacher ratio is 9:1 and the average class size is 15.

#### **THE MIDDLE SCHOOL (147 STUDENTS IN GRADES 6-8)**

The Middle School experience is focused on promoting intellectual, emotional, physical, moral and spiritual development while students master the academic fundamentals of higher-level learning. The Middle School curriculum grounds students in the core subjects of English grammar and literature, mathematics, science and history, and introduces them to the fine arts and fundamentals of Latin and Spanish. This classically traditional approach to education establishes a strong academic foundation, and prepares students for the Upper School armed with knowledge, solid study habits and analytical skills.



#### **THE UPPER SCHOOL (261 STUDENTS IN GRADES 9-12)**

All Upper School students are challenged by a rigorous college-preparatory curriculum. Thirteen

Honors and Advanced Placement courses are offered in English, mathematics, science, history/social studies, foreign languages, and studio art. The Upper School program builds upon the classical foundation of knowledge gained in the Middle School and encourages students to explore and pursue their academic passions through accelerated courses and specialized electives. TMI coursework challenges students to develop the critical thinking and writing skills that will guide them in the future. Electives such as World Military History and Great Books invite students to open new worlds and delve into individual interests.

### THE ARTS

The fine arts program at TMI serves students at all skill levels. Art department faculty members introduce multiple artistic avenues to students, and help refine individual talent for those who may seek to achieve success on a professional level. Studio Art is complemented by instruction in ceramics. The growing instrumental music program provides a means to explore new opportunities in music. The community is enriched by performances such as the choir's Sunday Evensong, seasonal concerts, dramatic productions and school musicals, and



student artworks that beautify walls and nooks around campus. Middle School students are involved in a fine arts rotation each year, exposing them to the different disciplines. Upper School students are then prepared to choose from a variety of courses and electives to meet their fine arts graduation credit requirement.

### ATHLETICS

The athletic program at TMI is focused on developing scholar-athletes, teaching the value of sportsmanship, healthy competition and hard work with a variety of opportunities to participate in sport programs throughout the year. The students are encouraged to excel at sports while learning to balance academic, athletic and other commitments. The dedicated coaching staff, excellent facilities and high standards of sportsmanship reflect a desire to prepare scholar-athletes to compete in accordance with the TMI mission statement. Athletic offerings include football, volleyball, basketball, cross country, cheerleading, swimming, track and field, baseball, softball, tennis, lacrosse, golf, and strength and conditioning.



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### RESIDENTIAL LIFE PROGRAM

As an Episcopal school of the Diocese of West Texas, TMI serves children of clergy and other students from the broad region of the Diocese, as well as a number of students from other states and foreign countries. The Residential Life program provides boarding students a safe living environment that enables them to excel and mature within a supportive, family-like community. There are 48 students in grades 9-12 enrolled in the boarding program, living in six dormitories. Both five and seven-day options are available to students. It is a small, closely knit community where students are mentored and cared for by dorm parents, and a devoted group of faculty and staff who live in the dorms and various houses on campus.

### OUTREACH PROGRAMS

Service to others is a core value of the school. The Rotary-sponsored Interact Club chapter, chartered in 2007, and the JuniorAct club, established in 2009, exist to provide opportunities for students to engage in meaningful service. All Upper School Students are required to perform at least eight hours of community service each year. TMI has ongoing relationships with many local and national volunteer groups including The Good Samaritan Center, San Antonio Food Bank, Ronald McDonald Charities, Habitat for Humanity, and the Family Service Association of San Antonio. Special projects have included raising money for a new roof at the high school in Tortuguero, Costa Rica and shipping needed supplies to a school in Kabul, Afghanistan. Students have traveled to El Salvador with the Water for Life program to build a well, greatly improving the quality of life for an entire town. Promoting a lifelong awareness of how each person's gifts can improve the lives of others is a fundamental guiding principle of the TMI community.

### GOVERNANCE AND ADVANCEMENT

As a ministry of the Episcopal Diocese of West Texas, the relationship between Church and School is both traditional and transformational. The Bishop serves as Chairman of the school's Board of Governors and shares leadership of the Governors with the Executive Chair. A separate Board of Trustees, chaired by one of the Governors, provides outreach, communication and support throughout the South Texas community. TMI seeks to develop ever-greater professionalism in its governance. Recently, the Board of Governors and the Headmaster have worked with an educational consultant to incorporate best practices according to NAIS guidelines. Key areas of Board responsibility include:

- **Executive Leadership** -- Hiring, evaluating and supporting the Headmaster.
- **Planning** -- Developing and monitoring the TMI strategic plan, with approval of all objectives and strategies.
- **Policy** -- Formulating and reviewing policies affecting school life and ensuring legal and ethical integrity.
- **Finance** -- Approving and monitoring tuition and the school's operating budget.
- **Advancement** -- Securing adequate resources for TMI to fulfill its mission and strategic initiatives, and enhancing its visibility and reputation in the wider community.



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In 2008, TMI successfully completed the *We're on a Mission* capital campaign raising \$15 million for All Saints Chapel, a stunning gothic building crafted from native white limestone. The campaign also increased endowment, added additional classroom space, and made other campus improvements. TMI is currently conducting two capital initiatives, one to fund the Chapel's new pipe organ and the other to improve athletic facilities, including a new practice field, a new all-weather track, and lighting for the baseball field.

### THE NEW HEADMASTER

The Headmaster is the chief executive officer of the school, reporting to the Board of Governors. He or she will execute the mission of the school and carry out the policies determined in conjunction with the Board. The Head'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

- A rich heritage and long history, and the respect and esteem held for TMI by its graduates, families and wider community.
- The Episcopal identity of the school as revealed by the strong academic programs, the inclusivity of religious beliefs and practices, the diversity of students, faculty, and parents, and the commitment to forming servant leaders.
- A strong and respected college preparatory education within the context of TMI's unique Four Pillars and traditions.
- A student body that is respected for its motivation, service, leadership, and high levels of achievement in all areas of school life.
- A passionately committed community of parents, students, faculty, staff, governors and trustees.
- A genuine commitment to the Honor Code and moral integrity.
- The Military Program which provides invaluable leadership and civic training for young men and women.
- The dramatic and measurable improvements during the last six years in enrollment, academic profile, and to the physical plant.
- A unified, deeply committed and strategic Board of Governors that thoughtfully balances the current and future needs of TMI.
- The abiding commitment to provide a vibrant Residential Life Program.
- An expansive and distinctive campus and physical plant strengthened by the addition of All Saints Chapel, new dormitories, and upgraded athletic facilities.

## PRIORITIES FOR THE NEW HEADMASTER

### *TMI's Mission and Culture*

- Sustaining the School's mission, academic profile and traditions as an Episcopal school.
- Emphasizing the interdependence of the four essential Pillars of the school.
- Building greater synergy between the middle and upper schools,
- Strengthening and personally supporting the boarding program and the quality of residential life.
- Leading initiatives that will increase diversity and promote unity within the school community.
- Creating and implementing new initiatives to improve communication with and among all constituencies.

### *Academic and Programmatic Excellence*

- Cultivating greater cohesion and communication among all faculty and staff.
- Attending proactively to daily decision-making and organizational management in the Headmaster's office while serving as the principal source of vision for the school.
- Employing proactive hiring practices to attract and retain gifted and skilled faculty and staff who fully embrace the mission and ethos of the school.
- Strengthening programs for professional development and evaluation of faculty and administrators.
- Assisting the administration and faculty in embracing new understandings about learning and innovation in pedagogy.
- Advancing the school's integrated use of and access to technology especially in the learning environment.

### *Strategic Direction and Finance*

- Developing a well-defined and effective partnership with the Boards of Governors and Trustees, and assisting them with strategic direction and school advancement.
- Clarifying with Governors and key leaders the optimal school population while maintaining outstanding marketing and admissions practices.
- Sustaining and strengthening the generosity of current donors and expanding the community of benefactors to increase financial aid, grow the endowment, meet current and future capital needs, and continue providing competitive salaries and benefits.

## EXPERIENCES AND QUALITIES DESIRED IN THE HEADMASTER

### *TMI's Mission and Culture*

- A servant leader and person of faith who will embrace the mission, Pillars, and core values of TMI as an Episcopal school.
- An experienced and visionary strategist who will help the Governors and school community envision and prepare for the long-term future of the school while addressing current opportunities and challenges.
- An exemplary educator who has achieved academic distinction at a Masters or Doctoral level.
- A human being who genuinely enjoys the company of students and understands the unique dynamics of adolescent development.
- An excellent writer and public speaker who will be a proactive ambassador for TMI in the San Antonio metropolitan area and the wider Episcopal school community.
- A buoyant person who loves school life and is widely visible and engaged within the school and San Antonio communities.

### *Executive Leadership*

- A confident and skilled executive leader who is prepared for the complex role of Headmaster, and able to work successfully with the Governors and Trustees.
- A grounded individual who inspires excellence while demonstrating wisdom and patience in leading a complex human institution.
- A leader who is comfortable directing fund raising initiatives and appreciates their importance for the future of the school.
- A leader who will be fluent in all matters related to independent school finance, including budgeting, priority setting, and long-term planning for advancement and sustainability.
- An executive prepared to attract, retain, and develop exceptional faculty and staff.

**TO APPLY**

Interested and qualified candidates should submit electronically as separate documents the following materials to both consultants:

- cover letter expressing interest in the TMI position;
- current résumé;
- statement of educational leadership and practice;
- list of five references with name, phone number, and email address of each to:

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