

## A UNIQUE LEADERSHIP OPPORTUNITY



# President Army and Navy Academy

Carlsbad, California

[www.armyandnavyacademy.org](http://www.armyandnavyacademy.org)

Nestled in a spectacular setting alongside the beach in Southern California, Army and Navy Academy is the only boarding-day school on the West Coast offering stellar military-style leadership training, core character development, and a broad college-preparatory curriculum that meets the University of California's rigorous admissions requirements. A standout among boarding and military schools for boys, Army and Navy Academy has been recognized for its commitment to the art of teaching and mentoring young men and has been named a Gurian Model School for its application of the science and brain-based research on how boys learn best.

The Academy enrolls a diverse student body of approximately 300 boys in grades 7–12, this year including students from 12 states and 14 countries. Ninety-five percent of graduates enroll in four-year colleges and universities, and five percent attend top service academies or ROTC universities.

Building on its 110-year history of providing a life-changing educational experience, Army and Navy Academy is seeking an authentic, innovative, business and strategically minded leader to join the school as its next President in July 2021.



# Army and Navy Academy at a Glance

## Mission

*Army and Navy Academy's mission is to educate, mentor, and develop good character and leadership in young men.*

## Vision

*The Army and Navy Academy is a premier, college preparatory, military boarding school for young men. Internationally recognized, the Academy's structure instills pride in its Cadets and empowers them to develop academic excellence, leadership, and character traits to succeed in life.*

## Philosophy

*Our philosophy is to provide a pathway for Cadets to:*

- *Value an active pursuit of knowledge to realize individual potential.*
- *Instill a sense of brotherhood, self-discipline, leadership, and respect for others.*
- *Develop honor and pride in themselves and in the school-wide community.*
- *Gain respect for God, country, and all for which they stand.*

## Academy Values

*Our school-wide community teaches and models the following in all aspects of Academy life: Honor, Integrity, Respect, Responsibility, Compassion, and Gratitude.*

## Facts and Figures

<b>Founded</b>	1910 as San Diego Army and Navy Academy	<b>Location</b>	16.5-acre beachside campus in resort community of Carlsbad, 35 miles north of San Diego
<b>2020-21 Enrollment</b>	<ul style="list-style-type: none"> <li>• 214 boys*, grades 7–12</li> <li>• 158 boarding, 23 day, 33 remote</li> <li>• 49 international students</li> </ul>	<b>Accreditation</b>	<ul style="list-style-type: none"> <li>• Western Association of Schools and Colleges</li> <li>• California Association of Independent Schools</li> </ul>
<b>Total Employees</b>	<ul style="list-style-type: none"> <li>• 80 (FTE)</li> </ul>	<b>Selected Memberships</b>	<ul style="list-style-type: none"> <li>• NAIS, CAIS</li> <li>• Association of Military Colleges and Schools of the United States (AMSCUS)</li> </ul>
<b>Full-Time Faculty</b>	<ul style="list-style-type: none"> <li>• 29, 52% w/advanced degree</li> </ul>		
<b>Average Faculty Tenure</b>	<ul style="list-style-type: none"> <li>• 6-8 years</li> </ul>		
<b>Total Income, 2020-21</b>	<ul style="list-style-type: none"> <li>• \$9.5 million*</li> </ul>	<b>Tuition, 2020-21</b>	<ul style="list-style-type: none"> <li>• \$23,750 day, \$41,500 boarding</li> </ul>
<b>Current Endowment</b>	<ul style="list-style-type: none"> <li>• \$1 million</li> </ul>		
<b>Total Contributions, 2019-20</b>	<ul style="list-style-type: none"> <li>• \$308,000*</li> </ul>	<b>Financial Aid Awarded</b>	<ul style="list-style-type: none"> <li>• \$876,575, to 29% of students</li> </ul>

*\*Covid-reduced number*



## An Introduction to Army and Navy Academy



Founded in 1910 as San Diego Army and Navy Academy with an initial class of 13, Army and Navy Academy has grown and evolved over the past 110 years in response to changing demands. Today, the Academy aspires to be a national leader in the education of boys by combining challenging academics with military-style leadership training. In myriad ways, the Academy encourages its cadets to step outside of their comfort zone and create their own identities, a goal reflected in its new motto: **Be Bold. Be Brilliant. Be You.**

Committed to proven teaching methods specifically tailored to how boys learn, engage, connect, and become motivated to reach their full potential, Army and Navy Academy is one of only 16 Gurian Institute Model Schools in the nation ([gurianinstitute.com](http://gurianinstitute.com)). An internationally recognized organization dedicated to studying the brain-based differences between boys and girls, the Institute offers training in best practices in single-gender education. Nearly all of the Academy's dedicated teaching faculty and staff receive professional development in these techniques, which they incorporate into their work within and beyond the classroom.

As the Covid-19 crisis emerged last spring, the Academy's leadership responded with an impressive effort to implement necessary sanitizing, physical distancing, and remote learning protocols (as noted in an [October 9, 2020 article](#) in *The New York Times*). This planning, along with ample financial reserves, allowed the school to navigate the Covid-19 crisis with purpose and agility. As a result, the Academy is open this fall for in-person learning, with some Cadets opting to attend remotely.

### Students

The Academy's Cadets are a diverse group of young men seeking a rigorous college preparatory education, leadership development, and the opportunity to challenge themselves within a community dedicated to their success. Over the past five years, on average, 95 percent of graduates enrolled at a range of four-year universities; the balance chose a mix of United States service academies or ROTC, two-year colleges, or the military.

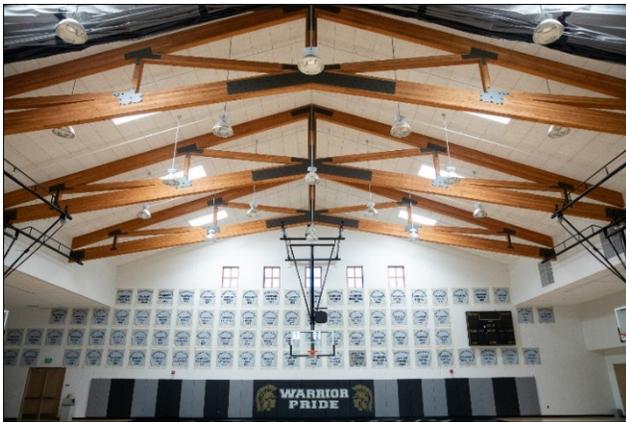
Typically, students of color constitute more than half of the student body. Approximately one-third of the Cadets are international, drawn from every inhabited continent. In a typical year, about 10 percent enroll as day students.

Enrollments over the past decade have ranged from a high of 311 in 2011-12 to a low of 265 in 2015-16. This year's opening-day enrollment of 214 (down from 279 last year) is a direct result of the Covid-19 pandemic, which led to a temporary drop in new Cadet enrollment and prevented many international students from returning to the U.S. this fall.

## Campus and Facilities

The Academy's beautiful oceanside setting is one of its signature strengths, allowing students private access to a beach for recreational and athletic activities. Occupying the same location since 1936, the campus offers a blend of facilities constructed in multiple decades. It consists of 36 buildings on 16.5 acres, including two gyms, a cafeteria (mess hall), a library media center with Internet access and an 18-station computer lab, eight classroom buildings, a recreation center, a chapel, nine dormitories, six eight-man cottages, eight staff apartments, and four staff houses.

Recent campus additions include the Duffield Sports Center, opened in 2013, which houses a basketball court, wrestling room, weight rooms, home and visiting team locker rooms, a concession stand, and additional office, academic, and meeting areas. It features an outdoor stadium with fixed seating, a two-story press box, VIP box seats, and an NFL-quality



turf field.

Newly opened this August is the Student Enrichment Center, a 4,800-square-foot, two-story academic complex featuring dynamic learning environments geared to collaborative learning, unified academic and meeting spaces, as well as space for social functions.

The addition of the center is part of the Academy's 2008 Master Infrastructure Plan, a long-term program to modernize and add new classroom facilities, expand the bookstore, and create additional housing for up to 100 more Cadets, along with building additional on-site residential facilities for faculty and staff.



## Highlights of the Academy Program

To accomplish its mission of educating, mentoring, and developing character and leadership in young men, Army and Navy Academy offers a comprehensive, three-pronged program of academics, leadership training, and Warrior Athletics.

Stand up desks, hands-on activities, interactive technology (such as Promethean smartboards), movement, music, and team-building are incorporated into the classroom setting to reflect brain-based research on boys' learning styles. Beyond the classroom, electives, clubs, and sports empower boys to be bold, think critically, move, and push themselves both mentally and physically. These strategies, along with the military structure and JROTC curriculum, help boys develop value systems and leadership skills.

### Academics

At the Academy, excellence in academics stems from passionate teachers, a challenging curriculum, small class sizes (15:1 student-teacher ratio), a structured learning environment, and positive role models. The comprehensive academic support system includes mandatory study time, before-school tutorials, evening faculty office hours, and a robust four-year success plan for college acceptance for each student.

Graduation requirements follow the University of California's rigorous entrance standards. The college-preparatory curriculum includes honors courses and Advanced Placement classes in each of the core subject areas. Language offerings include Spanish, German, and Mandarin, as well as English as a Second Language.

Fine Arts classes promote personal initiative, organization, time management, effective communication, and creativity. Cadets choose from among options including Advanced Marching Band, Drama, Guitar, Art and Art History, AP Studio Art, Music Technology, Photography, and Video Production.

Through its evolving electives program, the Academy responds to changing student interests. The growing computer science department is offering new electives this year in Cyber Security and Video Game Development. Citing the growing shortage of pilots, Army and Navy Academy in 2018-19 launched an innovative four-year aviation training program that connects aviation and aeronautics, science, technology, engineering, and mathematics courses with other core subject curricula to prepare Cadets for careers as certified pilots of commercial and military aircraft as well as Unmanned Aerial Vehicles (drones). The sequence will provide Cadets with a comprehensive curriculum and ground school on scientific theory and practice, with the ultimate goal of passing the FAA Private Pilot Exam.

### Warrior Athletics

Athletics are a key part of life at Army and Navy Academy, with each Cadet participating in some form of physical activity each day. The Academy is a member of the California Interscholastic Federation (CIF) Coastal Conference, competing in 14 CIF-sanctioned sports. Offerings include cross country, football, surfing, basketball, soccer, wrestling, baseball, lacrosse, tennis, golf, swimming, and track and field. In addition, Club Sports, Strength and Conditioning, Physical Education classes, and Physical Training are offered throughout the year.

### Summer Programs

The Academy's robust summer camp offerings, notably Camp Challenge, serve as a significant and important revenue source and a valuable outreach to prospective families. Initially established in 1943 as Camp Pacific for Boys, the summer programs now offer middle and high school age boys and girls from around the world unique summer leadership training programs in addition to academic and adventure-based experiential recreation activities. New programs emphasizing Science, Technology, Engineering, and Math have been introduced, including specialties in computer coding, robotics, and aviation.





## Leadership Development

Army and Navy Academy uses the military framework to promote personal accountability, leadership, and structure outside of the classroom through the use of companies and Leadership Training courses in grades 9–12. The structure is based on the traditional Junior Reserve Officer Training Corps (JROTC) curriculum and a military formation called the Corps of Cadets. Generations of Army and Navy graduates reflect fondly on the “Brotherhood” that is created through and beyond their Cadet experiences.

The Academy’s highly respected JROTC program gives students the opportunity to regularly learn and practice leadership, guided by experienced leaders. From day one, Cadets are expected to participate in team-building activities, achieve academically, follow drill, wear uniforms properly, and ascribe to core values. Cadets learn the life skills of teamwork, organization, problem solving, and communication that allow them to excel both in the Corps of Cadets and as tomorrow’s leaders. The Academy has been designated an Honor Unit with Distinction, a process that requires cadets to adhere to meet the highest level of criteria as established by national JROTC scoring systems.

The Cadet Life team of TAC officers (Trainer, Adviser, Coach), athletic coaches and health professionals are responsible for all time outside of the classroom. Serving as personal mentors to the students in all aspects of campus life, TACs oversee physical fitness, mandatory study period, and TAC mentoring time.

Leadership at the Academy is more than traditional student government found at most schools. Here, young men are responsible agents for the governance of the campus. The Officer Candidate Course (OCC) hones leadership skills, prepares Cadets for higher ranks, and identifies who will be promoted to various positions. The highlight of OCC is the camp held at Camp Pendleton in Oceanside, CA, a challenging experience for sophomores and juniors that combines leadership with team building and adventure-type training.

## Opportunities and Challenges Awaiting the Next President

Since joining Army and Navy Academy in 2014 as its President, Major General Arthur Bartell has moved the institution forward in innumerable ways. He and his wife have been visible, supportive, and highly involved presences throughout the school community. General Bartell's successor will have the opportunity to build upon the Academy's many strengths, including its clearly articulated mission, passionate faculty and staff, and well-developed academic and leadership programs.

The President reports to and serves as an ex officio member of the Board of Trustees. Administrators reporting directly to the President include the Dean of Academics, the Commandant of Cadets, the Executive Vice President of Finance and Operations, and the Director of Athletics.

Among the opportunities and challenges awaiting the next President are the following:

### Marketing and Enrollment

A major rebranding effort in 2019 led to a new logo, website, and messaging campaign. The Academy's leaders believe that the new messaging is effective and will bear fruit, although Covid-19 complications have undoubtedly stalled that progress temporarily. The next President will be called upon to continue this intensive focus on marketing, with an eye toward a potential long-term goal of enrolling 400 Cadets.

Internal marketing to current families will also be a part of the next President's portfolio, with an emphasis on communicating more frequently and through the social media venues that today's parents inhabit.

### Administration and Governance

With some key administrators nearing retirement, taking with them a great deal of expertise and knowledge, the next President will soon have the challenge and opportunity of building a new leadership team and creating an administrative structure to guide the next phase of the Academy's development.

The 19-member Board of Trustees, composed of alumni spanning several decades and recent alumni parents, has played a vital hands-on role in recent months as the Academy grappled with the many repercussions of the Covid-19 pandemic. As a return to normalcy permits, the next President will want to guide and support the Board's transition back to its traditional long-range focus and the oversight of its one employee.

### Finance and Fundraising

The Academy is conservatively and well managed, with a balanced operating budget of \$9.5 million this year – down from \$13.2 million last year, principally as a result of Covid-19 enrollment contraction.

Though the Academy has been diligent about addressing deferred maintenance, the campus is old and in need of significant updating. Plans are under way to replace the Mess Hall, the oldest building on campus. Meeting the physical plant needs will require a capital campaign in the near future.

The Academy's 3,500 alumni, about 800 of whom are active, are for the most part passionate about their brotherhood and their alma mater. However, the giving tradition among this group needs to be expanded and strengthened. This constitutes an untapped source of future support when properly cultivated.

### The Academy Culture

Legal matters relating to allegations of past sexual abuse of Cadets, principally involving a former senior administrator, continue to challenge the Academy, but also present an opportunity to emphasize the steps that have been taken to ensure future Cadet safety. In response to the allegations, the Academy, with the support of all stakeholders, launched an extensive, independent investigation led by Lisa Friel of T&M Protection resources. Among other constructive results, the investigation led to a comprehensive Faculty, Staff, Cadet, and Board education process.

The Academy's blend of academic and military components requires an adroit leader who understands and supports the cultural elements of each. Similarly, in an institution that greatly values its traditions but also promotes necessary innovation, the President must be prepared to manage the strong, loving voices of dissent that are sometimes raised.

## Who Should Apply: Desired Qualifications and Qualities

The presidency of Army and Navy Academy represents an exceptional career and life opportunity for an experienced, flexible leader who will embrace all aspects of the Academy's mission. A competitive salary, benefits, 403(b) plan, and

beachfront home contiguous to campus are provided to the President. The home and its outdoor spaces are used at the discretion of the President for small faculty/staff events. The ideal candidate will offer most or all of the following attributes:

### Qualifications and Experience

- An advanced degree in education, nonprofit management, finance, or a related subject.
- A broad academic background that demonstrates an understanding of modern pedagogy and an ability to work well with educators.
- The past two presidents have been retired flag officers. However, the next president could also be a head of school with military service experience. Regardless, a strong appreciation for the ways in which the themes of military training are beneficial to boys is important.
- Substantial leadership experience in a boarding environment.
- Experience with boards and their development.
- Financial acumen, including experience in budgeting, fundraising, and human resources.
- Experience with strategic planning, master planning, and navigating a complex regulatory environment.



### Leadership Traits and Personal Qualities

- A multifaceted, flexible leader who is supportive of both the military and academic aspects of the Academy and who has the capacity to effectively balance tradition and innovation.
- A mission-driven leader with a demonstrated commitment to the holistic development of young men.
- A compelling and dynamic speaker and writer, capable of advancing the values and mission of the Academy.
- A strategic, innovative, and adaptive thinker who can respond adroitly to changing circumstances.
- A knowledgeable leader of the Board with a solid understanding of best practices in governance.
- An articulate and persuasive communicator who can strengthen enrollment and fundraising efforts.
- A person of great energy and endurance, one who can thrive in the 24/7 boarding environment and meet the challenges of a demanding position.
- An authentic, positive presence in the life of the school; a good listener with the ability to be steadfast in the face of competing priorities and demanding constituents.
- An ethical, moral, and compassionate leader who will embody the Academy’s mission and values.
- A learner and broad thinker with the ability to relate to the Academy’s diverse constituencies, including its many international families.



### Anticipated Search Calendar

<b>Materials Submission Deadline</b>	<b>January 4, 2021</b>
<b>Selection of Semifinalists</b>	<b>January 8, 2021</b>

<b>Semifinalist Interviews</b>	<b>January 23–24, 2021</b>
<b>Finalist Visits</b>	<b>February 3–11, 2021</b>
<b>Appointment</b>	<b>February 24, 2021</b>
<b>Starting Date</b>	<b>July 1, 2021</b>

### Application Requirements and Search Process

Wickenden Associates, an affiliate of DRG Talent Advisory Group, is conducting this search on behalf of Army and Navy Academy. To discuss this opportunity in more detail, contact either of the lead consultants:

**Eric Peterson**  
Senior Talent Consultant  
[epeterson@drgsearch.com](mailto:epeterson@drgsearch.com)

**Andrew Watson**  
Senior Search Consultant  
[awatson@drgsearch.com](mailto:awatson@drgsearch.com)

Candidates should submit **as soon as possible and no later than Friday, January 4**, materials including the following:

- *A cover letter indicating why they are particularly interested in and qualified for the position.*
- *A current résumé.*
- *A statement of educational philosophy.*
- *The names, email addresses, and telephone numbers of three references. (We will obtain permission from candidates before contacting references.)*
- *Optional: Other supporting material (e.g. articles, speeches, or letters of recommendation) that would be useful to the Search Committee.*

All materials should be uploaded directly on the DRG website by visiting the Army and Navy Academy listing at <https://drgsearch.com/current-searches>.

After an initial review of candidates, the Search Committee will interview semifinalist candidates, likely via Zoom, over the weekend of January 23–24. If public health circumstances allow, the semifinal interviews could take place in person, but this will not be determined until shortly beforehand. Soon thereafter, finalists will be invited to the Academy for a more comprehensive series of interviews and conversations with stakeholders. An appointment is anticipated by February 24.

*ARMY AND NAVY ACADEMY is an Equal Opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, age, religion, sex including sexual orientation and gender identity, marital status, national origin, disability, protected Veteran Status, or any other characteristic protected by applicable federal, state, or local law.*