

EDUCATIONAL LEADERSHIP OPPORTUNITY

President Valley Forge Military Academy & College

Wayne, PA



Application deadline: February 22, 2010

Founded in 1928 by Lieutenant General Milton G. Baker, Valley Forge Military Academy & College (VFMAC) operates two distinct academic units: Valley Forge Military Academy and Valley Forge Military College. Both schools offer their students a structured and supportive environment designed to encourage cadets to excel intellectually, physically, socially, and spiritually. Signature features of the educational and leadership program include English military drill, character education, Senior ROTC, and an Early Commissioning Program.

Valley Forge Military Academy is a college preparatory boarding school serving young men in grades 7 through postgraduate. Valley Forge Military College is a coeducational (since 2006) two-year college for students seeking to transfer to a four-year college, university, or service academy. This year, the college is educating 317 cadets, an increase of 44 percent from last year. The Army ROTC Early Commissioning Program (ECP), one of only five offered in the United States and the only program in the Northeast, has experienced a 48 percent increase in enrollment from 50 to 74 cadets. These cadets will earn their commission as Second Lieutenants in the U.S. Army after only two years at VFMC.

Steeped in history and tradition, the Valley Forge experience shapes cadets to make their mark on the world. Students prepare for a variety of options, including a four-year college, a commission in the U.S. Army, or entry into any one of the U.S. service academies. Graduates of the Academy are admitted into some of the nation's most competitive colleges and universities. Valley Forge boasts an impressive list of graduates, including many who are CEOs and entrepreneurs, and one who in 2001 became the school's first Rhodes Scholar. Distinguished alumni include General H. Norman Schwarzkopf, Senator Warren B. Rudman, author J.D. Salinger, Heisman Award Winner and Super Bowl MVP Larry Fitzgerald, and Admiral Gary Roughead, Chief of Naval Operations, among others.

Situated on 120 rolling acres on Philadelphia's suburban Main Line, The Forge is located just four miles from Valley Forge National Historical Park and 15 miles from center city Philadelphia. The school has three computer centers, science labs, a 100,000-volume library and database access, and excellent athletic facilities. Cadets enjoy a balanced program of extracurricular activities, which include excursions to cultural offerings in Philadelphia, Washington, DC, and New York City. The Academy's athletic programs are exceptional; competitive NCAA Division I and II schools regularly recruit athletes, and several graduates have gone on to play professionally for the National Football League. The school's Regimental Band and Regimental Chorus are nationally recognized.

WHO SHOULD APPLY

For a position to begin in July of 2010, the Board of Trustees is seeking a visionary leader with the skills, qualities, and commitment necessary to ensure the institution's future in a shifting educational marketplace that has become increasingly challenging for military schools.



WICKENDEN
ASSOCIATES

On the web: www.vfmac.edu

AT A GLANCE

Founded: 1928

Location: 120-acre campus in Wayne, PA, on Philadelphia's Main Line.

Oct. 1 enrollment: 565
Academy (7-PG) 250 (all-male)
Junior College: 315 (coeducational)

Faculty: 46; 87% hold advanced degrees

Student/teacher ratio: 18:1

2009-10 operating budget:
\$21 million

Endowment: \$8 million

Development funds raised, 2008-09:
\$2.05 million

Budgeted gross tuition and fees, 2009-10:
Academy: \$9.9 million
College: \$12.7 million

Budgeted financial aid, 2009-10:
Academy: \$2.2 million
College: \$4.1 million

Students aided: 85%

Accreditation: Middle States
Association of Colleges and Schools

Member: Association of Military
Colleges and Schools of the United
States, National Association of
Independent Colleges and
Universities, National Association of
Independent Schools

MISSION

To educate cadets within an academic and military environment to be fully prepared for their responsibilities as citizen leaders who are mentally alert, sound in body, considerate of others, and possessed of the highest sense of duty, honor, loyalty and courage.

To foster the love of God and country, high moral standards and strong character traits that will make all a credit to themselves, their families, their alma mater, their country, and their God.

SIGNATURE STRENGTHS AND DEFINING QUALITIES OF VALLEY FORGE MILITARY ACADEMY & COLLEGE

Fulfilling his lifelong dream of molding well-rounded young men in a military and academic environment, Lieutenant General Milton G. Baker founded Valley Forge Military Academy & College in 1928 with 125 cadets and a staff of 14 officers. The school is grounded in General Baker's philosophy of The Whole Man, which has five cornerstones: academic excellence, character development, personal motivation, physical development, and leadership.

Despite the hardships of the Great Depression, Valley Forge grew and the time-honored traditions that now define the school were established. The campus underwent major building construction, the Corps grew, and the school soon reached national prominence as a premier military boarding school. Many influential and distinguished visitors have graced the halls of The Forge over the past 77 years, and quite a few became great friends of the institution: President Dwight D. Eisenhower, General of the Army George C. Marshall, Bob Hope, Walter Cronkite, Senators Bob Dole and John McCain, and former Presidents George Bush and Ronald Reagan. Today, the five cornerstones continue to be the foundation that supports young men and women who are selected as members of the Corps of Cadets.

CAMPUS AND FACILITIES

Scenic and self-contained, the campus of VFMAC reflects its rich history. Colonial red brick buildings with soaring white columns complement the glass and steel of modern additions. Graceful old oaks and maples dot the lush green lawns. Shannon Hall, the Academy's main academic building, houses classrooms, science labs, a computer complex, and the military science department. The May H. Baker Memorial Library houses a Computer Center, the Learning Assessment and Resource Center, a study center for International Relations and Naval History, and the Cadet Achievement Center, which offers cadets counseling on social and emotional issues as well as programs for faculty and staff development. All classrooms, laboratories, dormitories, and the library are fully networked with Internet access. There are 82 buildings in all, including 42 faculty houses and the President's home.

The graceful spire of Alumni Memorial Chapel draws the eye to the highest point on campus. Cadets attend nondenominational Christian Sunday worship services and Tuesday evening Vespers in the chapel each week. Guest speakers include prominent clergy and leaders in education and national affairs who often speak on character development, values, and service to country and community. Services and fellowship groups for students who practice particular faiths, including those who are Catholic, Jewish, Muslim, or Buddhist, are available.



The exceptional athletic training facility, Trainer Hall, was built in 2000; along with Price Athletic Center, it boasts three full- sized basketball courts, an indoor swimming pool, locker rooms, an indoor pool, and an expansive weight- training room with the latest in workout equipment. Outdoors, student athletes have access to six athletic fields, nine tennis courts, an outdoor swimming pool, and an all- weather track. Rounding out the campus facilities are the cavalry stables, indoor and outdoor riding arenas, and the Mellon Polo Pavilion.

CADETS

Students at The Forge are disciplined athletes, musicians, and scholars; they are leaders in the making. While the majority of cadets hail from the mid- Atlantic region, more than 40 states and 16 countries are represented in the student body. The Corps of Cadets is a student- directed body organized into eight company units, each with cadet officers and noncommissioned officers. Companies are quartered in six cadet barracks and are supervised by military tactical officers who report to the Commandant. Cadet leadership and positive peer pressure within a structured setting promote camaraderie and teamwork. In selecting its students, the school seeks individuals of sound moral character who possess the scholastic, mental, and physical ability to succeed in a challenging environment. In particular, Valley Forge seeks young men and women who are motivated to achieve their full potential, succeed in college, and compete in life. Graduates say The Forge is a life- changing experience.

Cadets in the Academy Class of 2009 earned an average composite ACT score of 19.9 and combined SAT Critical Reading and Mathematics scores of 1003, and 89 percent of the students in the Academy Class of 2009 were accepted at a college or university. Each year, several students receive appointments to the U.S. service academies.

FACULTY AND STAFF

With an average class size of 15 and a student faculty ratio of 18:1, cadets receive considerable individual attention. An experienced and dedicated faculty focuses on preparing Academy cadets for college and College cadets for transfer to four- year institutions and responsible citizenship. By setting high expectations within a supportive framework, teachers instill in students a strong work ethic and personal responsibility. In addition to their classroom responsibilities, teachers serve as coaches, evening study hall supervisors, and advisors for extracurricular activities.

BOARD OF TRUSTEES

The 20- member Board of Trustees is composed of an incredibly loyal and supportive group who are carefully chosen for their commitment to the school, and their willingness to contribute time and treasure to the institution. The trustees are fraternal in their ability to relate to one another and sufficiently courageous to make strategic decisions to ensure the sustainability of the institution.

HIGHLIGHTS OF THE EDUCATIONAL PROGRAM

Valley Forge Military Academy and College serves middle and high school students as well as young men and women in their first two years of college. The College program is designed for students planning to transfer to four-year colleges, universities, or service academies, or accepting a commission to enter the U.S. Army as a First Lieutenant. Students in the Academy benefit from a structured curriculum featuring courses in mathematics, science, history, literature, world languages, health and physical education, computer science, and character education. Aiming to meet the learning needs and abilities of a broad range of students, the school offers instruction at three college preparatory levels: honors, intermediate, and standard. Advanced Placement in six subject areas, study skills, an SAT prep course, and college counseling are available to the students. Latin is a requirement, as are timed essays on the Virtue of the Month. Character education reinforces principles of honor, respect, courage, service, and positive role modeling. The cadets' daily academic schedule, leadership training, athletic activities, and free time are carefully managed from reveille to taps. Students in the College concentrate in business, criminal justice, liberal arts, general sciences, or engineering – graduating with an Associate of Arts or Science degree. Independent study programs are also available to the College cadets.

THE MILITARY SYSTEM: ROTC AND LEADERSHIP EDUCATION TRAINING

Leadership education is an integral component of the structured military system. Valley Forge's Senior ROTC program has won the prestigious Macarthur Trophy for the best U.S. mid-sized program. Retired, Reserve, Active Duty, and United Kingdom military personnel, under the direction of the Commandant of Cadets and the Professor of Military Science, lead cadet training in citizenship, American military history, and marksmanship. Training programs include a Drill Team, a Raider Challenge Team, orienteering, and adventure training activities such as rappelling and ropes courses. Students who excel earn leadership positions within the Corps of Cadets; 39 percent of cadets are involved in leadership positions within the regiment. Cadet promotions, Dean's Scholars, Cadet of the Month, and Star List designations all acknowledge students' achievements in academics and leadership. For the student with an interest in a military career, the College participates in the Foundation Scholars Program, a scholarship program that provides promising candidates with an additional year of post-high school education in preparation for entry into one of the service academies. Also, Valley Forge Military College is one of only five schools in the country offering an Early Commissioning Program, which enables cadets who successfully complete the two-year program to be commissioned as second lieutenants in the U.S. Army.

PHYSICAL EDUCATION AND ATHLETICS

The athletics programs at Valley Forge enjoy a proud tradition of excellence. Each cadet participates on a team all three seasons, whether intercollegiate, interscholastic, middle school, or intramural. Fair play, sportsmanship, leadership, a competitive spirit, and overall fitness are hallmarks of the program. Students may participate in football, basketball, soccer, wrestling, polo, horsemanship and show jumping, track, lacrosse, tennis, swimming, cross-country, baseball, and golf. The school's polo team is nationally ranked, and the equestrian show jumping team has competed in the Junior Olympics. Since 1986, Valley Forge football has sent more than 130 cadets to Division I schools on football scholarships. Fifteen alumni – including Larry Fitzgerald, Jeff Otah, Chris Doleman, Aaron Beasley, and Gary Stills – are playing or have played in the National Football League.

MUSIC PROGRAM

Valley Forge's Regimental Band, which has been named the top military academy band in the nation, has played for U.S. presidents and the Queen of England. In 2004, the band and color guard toured Belgium and France, performing for the 60th anniversary of D-Day. The band participates annually in New York City's Saint Patrick's Day Parade, and it played in the London New Year's Day Parade in 2006 and 2009. All members of the band, including the Heraldic Fanfare Trumpets, receive music scholarships. Members of the Regimental Choir also audition for scholarships; this choral group has sung at Carnegie Hall and London's New Year's Day festivities. The Field Music Unit, a drum and bugle ensemble, performs for parades and competitions.

STUDENT AND FAMILY LIFE

With more than 35 student clubs and off-campus trips that include skiing, hiking, whitewater rafting, sporting events, and amusement parks, there is always something to do at The Forge. Extracurricular activities include trips to the theater, opera, horse shows or Drill Team competitions, and on-campus social dances and formal balls with female students from area schools. Students also give time regularly to community service activities at local food banks, nursing homes, and schools. Parents and cadets alike look forward to important traditional family events such as: Parents' and Grandparents' weekends, Spring Festival Weekend, Alumni Homecoming Weekend, and the Mother's Day Brunch. Proud members of the Valley Forge family, parents and alumni are active participants and contribute generously of their time and financial support. An energetic Parents' Association also works on a continuing basis to assist in assuring a smoothly functioning Forge family.

SUMMER PROGRAM

For summer fun and adventure as well as a taste of military drill and ceremony, Valley Forge has a wide selection of summer camps. Offerings include a four-week residential camp for boys ages 8-17, a coed Adventure Day Camp for children ages 6-17, a Physical Fitness Leadership Camp for boys and girls ages 14-17, and band, drama and tennis camps. Valley Forge also offers a five-week English Language Institute (ELI) for international students seeking to boost their language skills before entering the Academy. The English as a Second Language (ESL) program is a cooperative program with ELI. Students reside on campus for four weeks prior to the beginning of the Plebe System in order to strengthen English language skills in preparation for academic success. In addition, Valley Forge Military College offers online courses for currently enrolled students during the summer session.

OPPORTUNITIES AND CHALLENGES AWAITING THE NEXT HEAD OF SCHOOL

For an outstanding and dynamic educational leader, the presidency of Valley Forge Military Academy & College offers an exceptional opportunity to join the school at a pivotal point in its history. Reporting to the Chairman of the Board of Trustees, the new President will make vital decisions now which will shape the future of Valley Forge—a school defined by its proud history but now striving to maintain a solid footing in a marketplace that has not been kind to military schools. To refine the institution's direction, Valley Forge needs a talented and strategically oriented leader who can implement General Baker's vision in ways that will appeal to the current generation of families, while respecting the values and traditions so critically important to the school.

The major challenge facing the school is the changing market environment for boarding schools in general and military boarding schools in particular, as demonstrated by steady declines in the enrollment and number of these institutions from 360 military schools at the time of the Vietnam War to only 38 today. From a high in 1996 of 819 cadets, enrollment at Valley Forge dropped to 565 in 2009. The declines have been particularly striking in the Academy, which showed a 266 enrollment drop from 2001 to 2009. (During the same period, enrollment in the College actually increased by 46 percent.) One important factor in the enrollment picture has been a substantial post-9/11 decline in the number of international students, who once accounted for 20 percent of the school's enrollment but now constitute only 15 percent of the student body. Attrition remains a vexing issue as well, with one-quarter of the students leaving VFMAC each year.

An immediate responsibility awaiting the new President will be the completion of two Middle States' accreditation processes. In fall 2010, the high school portion of the Academy will receive an accreditation visit by a team from the Middle States Committee on Secondary Schools. Valley Forge Military College will be visited by the Middle States Committee on Higher Education team in spring 2011. While staff preparation for both visits is well under way and the bulk of the documentation should be completed by the new President's arrival, he or she will represent the institution and be interviewed by both teams.

As a result, the new President will be expected to bring skill and creativity to bear in the area of admissions and marketing, including a rethinking of current admissions and financial aid policies, the identification of new markets, and strategies to build on the success of the College and the summer programs.

FINANCE AND DEVELOPMENT

Revitalizing the school's enrollment is particularly important because the institution is largely tuition-driven and cannot sustain revenue reductions indefinitely. As a result of budgetary shortfalls, Valley Forge has implemented some staff reductions.

The next President also will be called upon to bring an enthusiasm for institutional advancement to the tasks of expanding the donor base and building the endowment. Working with the Board of Trustees, the next President will be engaged in developing short and long-range fund-raising strategies, including planning for the school's first capital campaign in 10 years. The large alumni base, which has been largely untapped in recent years, must be cultivated anew.

OTHER ISSUES

While externally oriented challenges will clearly constitute the highest priority for the next President, he or she must also focus on promoting excellence in the internal operations of VFMAC. Specifically:

- While recognizing that VFMAC must continue to evolve in ways that respond to the changing marketplace, the next President must ensure that the institution remains true to its military roots.
- The next President must be able to build and support a leadership team with a shared vision, including strengthening connections between the Academy and College and between the military and the academic components of the program.
- Greater communication and cooperation are needed among the Commandant, his staff, and the Cadet Chain of Command. Improvements in these areas, including a review of tactical officers' roles and responsibilities in the barracks, should have an immediate and positive impact on cadet morale.
- Although more than \$4 million in capital improvements have been made recently, more could be done in the maintenance of the physical plant.
- Continued development of the educational program must be pursued in ways that are consistent with the school's highly prized mission and culture.

While the challenges awaiting the new leader are significant, so is the potential for personal and professional reward. This is a rare opportunity for a skilled leader to exercise transformational leadership in the service of a proud institution that deserves no less.

WHO SHOULD APPLY: QUALITIES AND QUALIFICATIONS

The next President of VFMAC oversees all aspects of the VFMAC Foundation's operations. This is a demanding but potentially highly rewarding opportunity for a skilled communicator with the leadership abilities required to address the challenges inherent in managing an institution as complex as Valley Forge. While the ideal candidate would bring leadership experience in education, business and the military, the search committee will consider applicants who can demonstrate a record of success in one or more of these areas. The next President should possess most or all of the following attributes:

PROFESSIONAL QUALIFICATIONS

- An experienced leader, manager, and educator with strong credentials, including an advanced degree.
- Substantial administrative experience, ideally in an educational setting. Preference will be given to those who have worked in higher education.
- An educational philosophy that is consistent with the Valley Forge mission and philosophy.
- A deep appreciation for the history and mission of VFMAC.
- An understanding of the military paradigm.
- Admissions and enrollment management experience.

- Ability to assume a leadership role in institutional advancement efforts, including fund- raising and marketing.
- Solid financial management skills; good business aptitude.
- Excellent communication skills, including the ability to speak effectively in public.
- Ability to work with a dedicated Board of Trustees.

LEADERSHIP TRAITS

- A visionary leader who can serve as an enthusiastic advocate for the school and engender confidence in the various constituencies.
- A strategic thinker who is able to plan, implement, and sustain change.
- A unifying, process- oriented leader who can articulate a vision that inspires.
- A commanding presence.
- A tenacious educational leader who is energized by the challenges associated with moving the school forward and eager to make a long- term commitment.
- An ability to develop leadership in others and to delegate and supervise authority; a team builder.

PERSONAL QUALITIES

- Exceptional people and listening skills.
- Visible, approachable, and accessible on campus.
- High standards and expectations coupled with open- mindedness and flexibility.
- Morally grounded; a role model for cadets; one who commands respect.
- Creative; willing to consider new options for a traditional institution. Able to manage ambiguity.
- Possesses the ability to work well with various and disparate constituencies.
- Fair, firm, and consistent.
- An individual who genuinely likes young people.
- A desire to be actively engaged in the life of the school.



Anticipated Search Calendar:

Application deadline:	February 22, 2010
Search Committee selects semifinalists:	Late February
Semifinalist interviews:	March 6-7
Finalist visits:	March/April
Appointment:	Spring 2010
Start Date:	July 1, 2010

APPLICATION REQUIREMENTS & PROCESS

Applicants should submit, no later than **Monday, February 22, 2010**, the following:

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

This information should be addressed to Dr. James Wickenden, lead consultant for the search, and transmitted via email attachment to:

searches@wickenden.com

After an initial review of applicants, the Search Committee will select semifinalists, who will be interviewed March 6-7, 2010. Finalists (and their spouses, if applicable) will be invited to the school for a more comprehensive series of interviews with representatives of the school's constituencies. Wickenden Associates will keep all applicants informed of their status throughout the process.

Ideally, a final selection will be made by this spring. The successful candidate will become the President of valley Forge Military Academy & College on July 1, 2010.

Prospective candidates interested in learning more about this opportunity or the search process are invited to call Wickenden Associates at 609-683-1355.