

**SARASOTA MILITARY ACADEMY
BOARD OF DIRECTORS
Tuesday
January 20, 2026**

- Call to Order
- Pledge of Allegiance
- Approval of the Minutes -Tab 1
 - December 16, 2025
- Head of School Report - -SMA Prep Tab 2
 - Faculty Representative
 - Athletic Director Report
- CEO/Head of School Report – SMA High Tab 3
 - Athletic Director Report
 - Faculty Representative
- SAI Report - Tab 4
- Treasurer’s Report - Tab 5
 - Monthly Financial Report
- Committee Report – Tab 6
 - Nominating Committee
 - Facilities Committee
 - PTCC
- Chairperson’s Report
- Old Business
- New Business
- Public Comment
- Meeting Adjournment

SARASOTA MILITARY ACADEMY

BOARD OF DIRECTORS MEETING MINUTES

16 DECEMBER 2025

Board of Director Members' Attendance

Present:

Dr. Thomas J. McElheny, Former Capt, USMC, Chair
Erica Gregory, Lt Col, USAF (Ret), Vice Chair
Pete Skokos, Treasurer (virtual)
David Black
Carlos Moreira, Sgt Maj, USMCR
Jerry Neff, BG, USA (Ret)
Charles Shugg, Brig Gen, USAF (Ret)
Ron Skipper, Former Capt, USAF
Michael Tollerton, Former CPT, USA (virtual)
W. Scott Wallace, GEN, USA (Ret) (virtual)

Absent: Ben Knisely, COL, USA (Ret), Secretary; Richard Swoope, COL, USA (Ret); Scott Lempe, Lt Col, USAF (Ret); SMA-CPT Jared Lauther, MS Athletic Director

SMA Administrative Staff in Attendance:

SMA-COL Christina Bowman, CEO/Head of High School
Dr. Cheryl Korwin, Head of Middle School
SMA-LTC Caitlin West, Assistant Head of High School (virtual)
SMA-LTC Abby Williams, Assistant Head of High School (virtual)
SMA-LTC Bryan Burns, Assistant Head of Middle School (virtual)
MAJ (Ret) Russ Osterfeld, SAI
SMA-LTC Steve Kok, Director of Finance
SMA-MAJ Savannah Kalka, Assistant Director of Finance

Guests in Attendance: CSM Jack Phinney, HS Army Instructor; SMA-CPT Mick Fallis, HS Athletic Director; SMA-CPT Esther Jaffee, HS Faculty Representative (virtual); SMA-CPT Marsha Reinig-Umana, MS Faculty Representative; Mr. Herb Jones, Chair Emeritus (virtual); Cadet Samuel Bonser; Cadet Sage Rogovin

Location: SMA High School

The chair called the meeting to order at 2:32 pm.

Chair Thomas McElheny started the Pledge of Allegiance.

Chair McElheny stated the nominating committee report will be moved to the top of the agenda.

Brig Gen Charles Shugg moved to approve Mr. David Black's appointment as a director on the board; Mr. Ron Skipper seconded the motion and the board unanimously approved.

Motion to Approve the 18 November 2025 Minutes:

Vice Chair Erica Gregory moved to approve the 18 November 2025 minutes; Mr. Pete Skokos seconded the motion and the board unanimously approved.

Head of Middle School Report: Dr. Cheryl Korwin provided a read-ahead report. She mentioned 144 cadets with a GPA of 3.875 and higher were recognized for high achieving. Dr. Korwin discussed the progress with the Leader in Me Lighthouse team and honoring SMA-CPT Ellie De Murias at the Teacher of the year district night. She stated the success of athletics with a 6th place out of over one hundred male students in cross country and the boys basketball having their best season yet with a 3-4 record.

MS Faculty Representative: SMA-MAJ Marsha Reinig-Umana provided a read-ahead report. She discussed successful events like sixty 6th grade cadets promoting, the art display at the Art Island Art Gallery, and the Winter concert that evening. Chair McElheny inquired as to how worldwide assignments are introduced to cadets, in which Dr. Korwin replied through real-life experiences and video.

CEO/Head of High School: SMA-COL Christina Bowman provided a read-ahead report. She explained past graduation rates increasing with the latest set for 99% and how last year's rate will go towards this year's school grade. SMA-COL Bowman congratulated SMA-LTC Steve Kok for his retirement at the end of the calendar year and thanked him for all his efforts and time to SMA and wished him all the best. She discussed SMA now a Purple Star School with training of one staff member from each campus, as well as the scheduling of the Medal of Honor training in the next few months. SMA-COL Bowman mentioned an event at the high school celebrating the 100th birthday of veteran and long-time supporter of the music department, Mr. Bernard Friedland, with a private musical performance and lunch. She played the clip of the event broadcasted on Fox 13 News with Kimberly Kuizon.

HS Faculty Representative: SMA-CPT Esther Jaffee provided a read-ahead report.

Athletics Report: SMA-CPT Mick Fallis provided a read-ahead report. He discussed the upcoming Spring sports and provided an update for the current Winter sports. SMA-CPT Fallis mentioned athletics represented during the Veterans and the SRQ Holiday parades, with his goal to continue his athletes' outreach into the community.

SAI Report: MAJ Russ Osterfeld provided a read-ahead report. He thanked the board for attending the military ball and discussed the upcoming events for Color Guard and Raiders.

Treasurer's Report: SMA-MAJ Savannah Kalka provided a read-ahead report. She discussed balance sheets for both campuses and FTE based on enrollment for both campuses. Chair McElheny thanked SMA-LTC Kok for his dedication and hard work he has given SMA over the years and wishes him all the best.

Facilities Committee Report: N/A

Leadership and Ethics Conference Committee: N/A

PTCC Report: N/A

Chair Report: Chair McElheny discussed the board priorities, characterizing as tier one critical priorities of first, fiscal health; second, measurable student achievement and academy grade of an "A"; third, quality branded character development program (Medal of Honor) resulting in positive differentiation from other schools; fourth, creating safe and functional facilities for both campuses; fifth, competitive teacher compensation package; and sixth, align academy and community support by reestablishing trust within our communities. He stated he will seek support in making sure anything decided fits a crucial priority.

Chair McElheny stated that there are many opportunities to touch lives and identifying the right size of our academy to move towards a new and better SMA. He offered his resignation as chair to the board, but will remain as director, to provide an opportunity for other leaders with a wide array of experiences to lead the efforts of the new SMA.

Brig Gen Shugg recommended to add measurables for each board priority, and to add a priority of athletics that can tie into the presidential fitness test and intramurals for overall physical health, rather than concentrating on only competitive sports. Chair McElheny agreed and stated for SMA-COL Bowman to work on adding the priority of athletics/fitness.

Alumni Recognition: N/A

Old Business: N/A

New Business: N/A

Public Comments: N/A

Board Comments: N/A

The next board meeting will be on 20 January 2026 at 2:30pm at the High School campus.

The chair adjourned the meeting at 3:24pm.

Dr. Thomas McElheny, Chair

Date

COL Ben Knisely, Secretary

Date

High School Head of School
CEO Report
January 20, 2026

Mission:

Within a culture where every cadet is valued, Sarasota Military Academy is committed to: Preparing students for College, Careers, & Citizenship; Developing tomorrow's Leaders; and Cultivating Character based on the steadfast values of Honor, Integrity, and Respect.

2025-2026 Approvals: N/A

Strategic Plan Goals:

- **Resources:**
 - Current Enrollment: 937 Goal 944
 - 6th (120); 7th (126); 8th (137); 9th (172); 10th (133); 11th (135); 12th (114)
 - Open Enrollment Ends January 31, 2026
 - Current 2026-2027 Enrollment Applications
 - 6th (86); 7th (28); 8th (41) Total: 155
 - 9th (56); 10th (18); 11th (13); 12th (9) Total: 96
 - Middle School to High School 27

- **College, Careers, and Citizenship**
 - 2024-2025 Graduation Rate 99.3%
 - 2023-2024 Graduation Rate 95%
 - 2024-2025 Graduation Rate 99.3%
 - 2025-2026 Projected Graduation Rate 100%
 - District Graduation Rate 94.3% State 92.2%
 - Pineview 100%
 - State College of FL Collegiate 100%
 - Oak Park 100%
 - SMA 99.3%
 - Imagine of North Port 98.7%
 - Suncoast Polytech 98.5%
 - Venice High 97.3%
 - Sarasota High 96.5%
 - Riverview High 96.2%
 - North Port High 94.7%
 - Booker High 93.26%

- Sarasota Virtual 88.9%
- Professional Development: January 5, 2026
 - The Art of Reading; Thinking Maps
 - PM2, Math, ELA and EOC data review
- **Character and Leadership Development**
 - Medal of Honor Training
 - April 6, 2026
 - Implementation for the 2026-2027 School Year

Communication/Community Outreach:

- Prep SPIN Night: Thursday, 22 January 5:00
- Leadership and Ethics Conference: Friday, 30 January 7:00am-3:00pm
 - New College of Florida College Hall
- President's Day: 16 February Campuses Closed
- Next Meeting: February 24, 2026 2:30 pm High School Campus

SMA Prep – Board of Directors Read Ahead

Meeting Date: January 20, 2026

From: Dr. Cheryl Korwin, Head of School

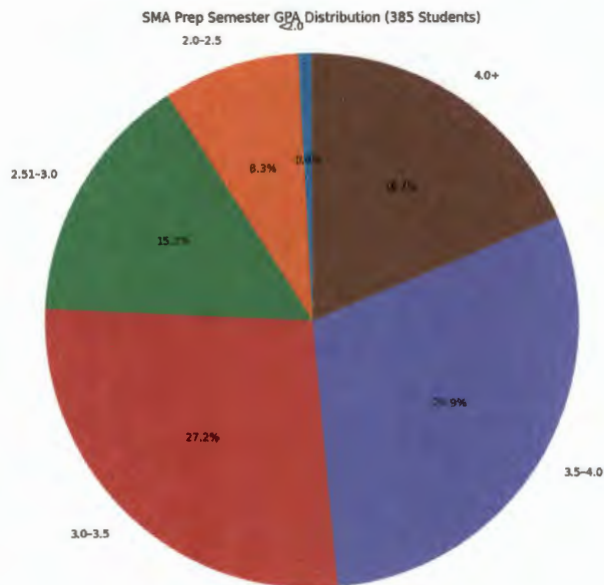
School: Sarasota Military Academy Prep

Leader in Me Professional Development – January 5, 2026

On January 5th, SMA Prep faculty participated in a Leader in Me professional development session focused on deepening understanding of the **7 Habits of Highly Effective People** framework. Teachers engaged in guided instruction on habit implementation and were given dedicated planning time to explore additional Leader in Me resources and align classroom practices to leadership development goals.

The session also included structured classroom preparation time to ensure teachers could immediately apply strategies learned to instruction, goal-setting routines, and student leadership integration.

Semester Academic Snapshot (Enrollment: 385 Cadets)



GPA Distribution Highlights:

- Nearly **74% of students (284 cadets)** earned a GPA of **3.0 or higher**, reflecting strong overall academic performance.
- Only **0.8%** of students currently fall below a 2.0 GPA threshold.

Achievement Indicators

- **30 students (7.8%)** earned **straight A's** for the semester.
- **23 students (6.0%)** earned at least one F grade.
 - Of these, **11 students (2.9%)** earned an F in a core academic subject.
 - **11 students (2.9%)** are enrolled in course recovery for the semester.

These cadets are receiving structured academic intervention with progress monitoring and individualized support plans.

Attendance Overview

- **45 students (11.7%)** currently have **10 or more unexcused absences**.
- Of those, **16 students (4.2%)** have accumulated **15 or more unexcused absences**, placing them at higher academic risk.

Administrative follow-up, parent communication, and intervention protocols continue to be implemented.

☐ SMA Prep – Faculty Board of Directors Snapshot

To: Sarasota Military Academy Board of Directors

From: SMA-MAJ Marsha Reinig-Umana, SMA Prep Liaison / ESE Instructional Facilitator

Subject: Faculty Report

Meeting Date: January 20, 2026

☐ Military Studies

⚡ Change of Command – 2nd Semester

8th Grade – Senior Leadership Billets:

Regimental Officer, Executive Officer, Color Guard Commander, 2 Battalion Commanders

7th Grade – Junior Leadership Billets:

1 Color Guard Captain, 4 Company Commanders, 4 First Sergeant (1SG) positions

New Regimental Commander:

Cadet Colonel Angelica Miguel, selected for academic excellence and for upholding the 7 U.S. Army Core Values

☐ Community Outreach

Honor Guard presented the colors for a WWII veteran and former principal's 100th birthday celebration at Unity Church

☐ Curriculum Focus

Leadership, drill, uniform inspections, physical training, Medal of Honor recipients, famous battles, promotions, and military traditions

☐ Wall of Honor Invitation

Board members are invited to submit photos of themselves or family members who have served in the armed forces for inclusion on the Wall of Honor

Photos may be sent to Dr. Korwin

☐ English Language Arts (ELA)

Focus on literacy development, writing proficiency, and curriculum alignment to increase student achievement

÷ Math

Emphasis on problem-solving strategies and conceptual understanding to increase student achievement

☐ Science

☐ 8th Grade:

- NASA Kennedy Space Center visit – rebuilt rockets tied to the theme “*Launching into 2026*”
- Circus Arts Conservatory presentation demonstrating Newton's Laws in action
- Designed and built personal Rube Goldberg machines while observing professional engineering applications

☐ 7th Grade:

- Developed projects for the Sarasota County STEM Fair
- Upcoming MOTE Marine Laboratory field trip

☐ 6th Grade:

- Studied convection currents in the atmosphere, oceans, and Earth's layers

☐ Program Updates:

- GeoChron Satellite System launching for Prep students
- Teacher applied for ARRL T1 Space Professional Development Training

Ag Science

SMA Prep will be receiving **12 new large flower beds** for the school garden from **The Green Jean Foundation**, along with the installation of a **new irrigation system** servicing all **18 flower beds**. The system allows for automatic watering and remote adjustments via a mobile app using WiFi.

This project will take place **Saturday, January 17th at 8:30 a.m.** and will provide **volunteer service hours** for participating **SMA High School cadets**.

Social Studies

Civic literacy, historical understanding, and global awareness

Visual Art

Trash to Treasure: Environmental Awareness Sculpture Project

Cadets research the effects of trash and pollution on animals and ecosystems and create three-dimensional sculptures using recycled materials. This interdisciplinary project promotes creative problem-solving, environmental awareness, and civic responsibility through visual expression.

Video Production

The Video Production program has transitioned into a **Digital Art unit**, where cadets are learning the fundamentals of **Adobe Illustrator**, an industry-standard tool used in graphic design, branding, and media production. Cadets develop foundational digital design skills and visual problem-solving techniques.

Photography classes have also transitioned into Video Production, with cadets applying existing camera skills to short video creation. Instruction has progressed from film structure to storyboard planning, reinforcing visual storytelling and sequencing skills.

Music

Performance skills and ensemble collaboration

Spanish

Language development and cultural awareness

Counseling / SWAT

SWAT Club Presentation: *"The Dangers of Vaping & Effects on Mental Health"*

Date: Friday, January 30th, following morning formation

Board members are invited to attend this student-led initiative

Exceptional Student Education (ESE)

The ESE Department continues to support students in reaching their **full potential** and thriving **academically, socially, and emotionally**. The department received **grant funding** from Publix and the PTCC, which was used to celebrate student achievements through a **Winter Luncheon** enjoyed by students, administration, and faculty. This event highlighted student success, community support, and inclusive school culture.

SARASOTA MILITARY ACADEMY

Senior Army Instructor
801 North Orange Avenue
Sarasota, Florida 34236

20 January 2026

MEMORANDUM FOR GOVERNING BOARD, SARASOTA MILITARY

ACADEMY THRU: Superintendent Sarasota Military Academy

SUBJECT: Significant Activities Report (SAR)

Significant Activities (JAN 2026):

- **24 JAN 2026: SMA Drill Team:** SMA-Booker Invitational (Booker H.S.)
- **26 JAN 2026: Adventure Raider Team:** SMA-Adventure Raider Season Begins (SMA H.S.)
- **30 JAN 2026: SMA LEC Participation:** New College of Florida (Sarasota, FL.)
- **31 JAN 2026: Archery Certification:** Basic Archery Instructor Certification Training (SMA H.S.)

Significant Activities (FEB 2026):

- **4 FEB 2026: JROTC Leadership Field Trip:** University of Tampa ROTC Brief & Tour (Tampa, FL)
- **10 FEB 2026: SMA Prep Raiders:** Prep-Raider Season Begins (SMA Prep)
- **24 FEB 2026: Flag Retirement Ceremony:** SMA Annual Flag Retirement Ceremony (SMA H.S.)

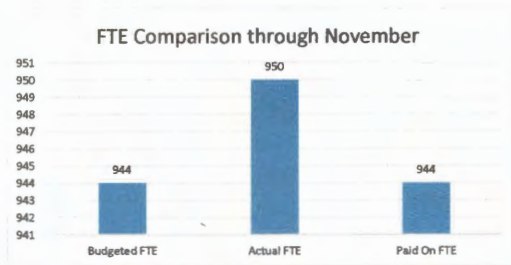
SAI Summary and Outlook:

• **Summary:** SMA JROTC Department begins 2026 with high expectations and an intense focus on standards and discipline. The department is primarily focusing on Discipline, Responsibility, and Accountability for the Month of January. We are emphasizing personal accountability regarding cadet uniform, appearance, and behavior expectations for the remainder of the year. Our Drill Team has begun full-time Drill Competition season and our Raider Team kicks off Adventure Raider Season while training and conditioning for the upcoming JROTC Raider National Competition being held in April. SMA Drill-Team is also currently conducting Full-Time Drill Practice in preparation for our Annual SMA Invitational at Booker H.S. on 24 January 2026.

SMA JROTC will be hosting our annual Flag Retirement Ceremony on 24 FEB 2026 at the High School Campus. The department has also shifted focus to our upcoming JROTC Program for Accreditation (JPA) Inspection Process as we prepare for our reaccreditation in 2027. The JPA process inspects and evaluates the SMA JROTC Program in order for us to remain in compliance as an effective program as well maintain our Honor Unit w/ Distinction (HUD) standing as an Academy.

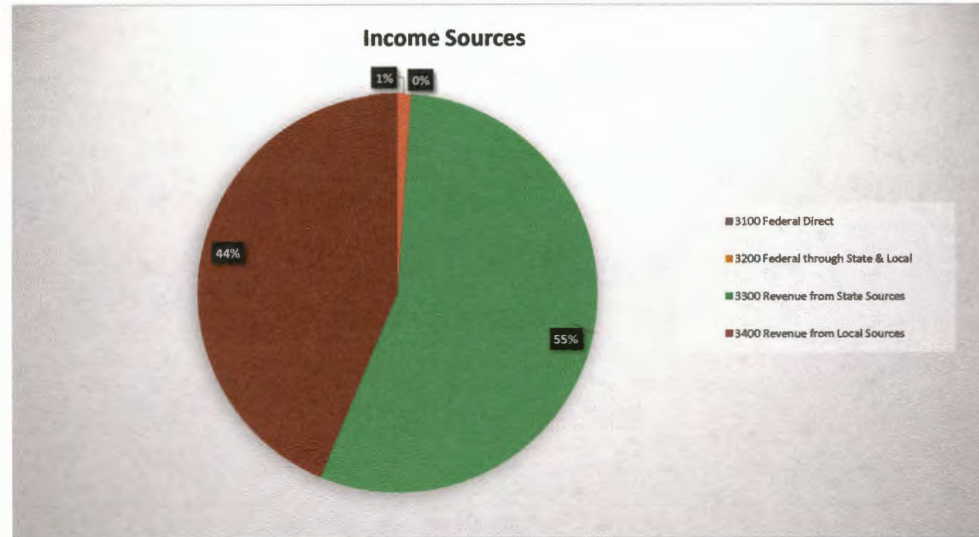
RUSSELL R. OSTERFELD
MAJ (Retired), U.S. Army
JROTC, Senior Army Instructor

Profit and Loss Pie Charts through November 2025



Income		
3100 Federal Direct	\$	60,163
3200 Federal through State & Local	\$	-
3300 Revenue from State Sources	\$	3,023,700
3400 Revenue from Local Sources	\$	2,392,715

Total Revenue \$5,476,578



Expenses		
4100 Salaries	\$2,460,529	
4200 Employee Benefits	\$771,425	
4300 Purchased Services	\$958,506	
4400 Energy Services	\$117,701	
4500 Materials & Supplies	\$224,720	
4600 Capital Outlay	\$290,464	
4700 Other Expenses (less depreciation)	\$275,360	

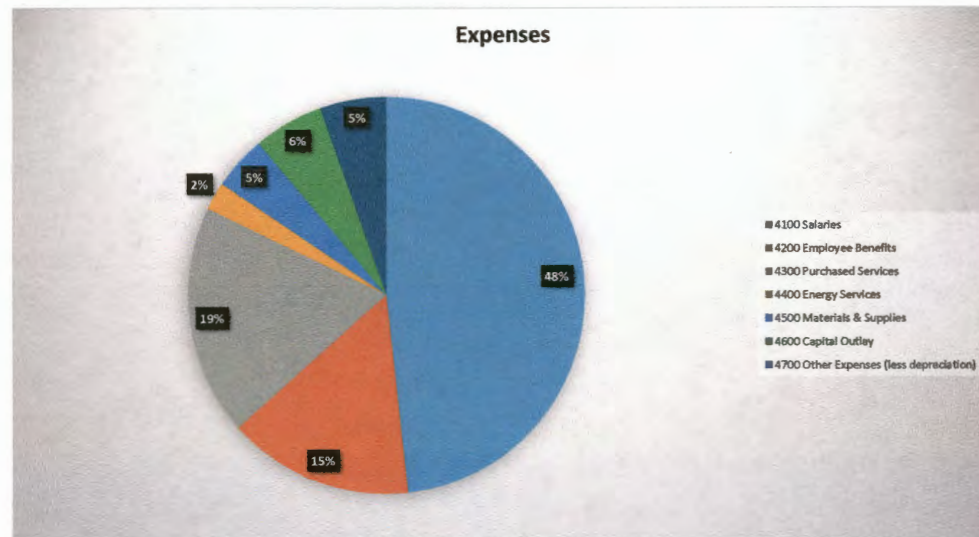
Total Operating Expenses \$5,098,705

Net Operating Income \$377,873

Depreciation Expense \$292,970

Net Income \$84,903

Salaries & Benefits Equal 63 % of Operating Budget



Sarasota Military Academy
Balance Sheet- By Campus
As of November 30, 2025

	Total
ASSETS	
Current Assets	
Bank Accounts	
1110 Cash and cash equivalents	1,455,506
8-1111 Sport Team Bank Accounts	39,790
Total Bank Accounts	\$ 1,495,296
Other Current Assets	
1210 Deposits	52,993
1220 Due from Other Governments	839,659
Total Other Current Assets	\$ 892,651
Total Current Assets	\$ 2,387,947
Total Fixed Assets	\$ 18,344,551
TOTAL ASSETS	\$ 20,732,497
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Total Accounts Payable	\$ 86,559
Total Credit Cards	\$ 134,316
Total Other Current Liabilities	\$ 1,442,133
Total Current Liabilities	\$ 1,663,008
Total Long-Term Liabilities	\$ 8,033,570
Total Liabilities	\$ 9,696,579
Equity	
3010 Invested In Capital Assets, Net	8,812,050
3020 Temporarily Restricted Net Assets	68,301
3030 Unrestricted Net Assets	2,070,664
Net Income	84,903
Total Equity	\$ 11,035,919
TOTAL LIABILITIES AND EQUITY	\$ 20,732,497

Wednesday, Jan 14, 2026 08:33:29 AM GMT-8 - Accrual Basis

\$2,387,947 - \$1,663,008 = \$724,939 Working Capital

Ratio of Assets to Liabilities = \$2,387,947 / \$1,663,008 = 1.44

Sarasota Military Academy

Budget vs. Actuals: FY26 Budget - FY26 P&L

July - November, 2025

5 months in should be at 42%

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
Income			
3100 Federal Direct	60,163	210,080	29.00 %
3200 Federal Through State & Local		6,980	
3300 Revenue from State Sources	3,023,700	7,167,048	42.00 %
3400 Revenue from Local Sources	2,392,715	5,896,069	41.00 %
Total Income	\$5,476,579	\$13,280,177	41.00 %
GROSS PROFIT	\$5,476,579	\$13,280,177	41.00 %
Expenses			
4100 Salaries	2,460,529	5,937,623	41.00 %
4200 Employee Benefits	771,425	2,104,544	37.00 %
4300 Purchased Services	958,506	2,018,404	47.00 %
4400 Energy Services	117,701	244,590	48.00 %
4500 Materials & Supplies	224,720	360,572	62.00 %
4600 Capital Outlay	290,464	337,854	86.00 %
4700 Other Expenses	568,330	1,328,302	43.00 %
Total Expenses	\$5,391,675	\$12,331,889	44.00 %
NET OPERATING INCOME	\$84,903	\$948,288	9.00 %
NET INCOME	\$84,903	\$948,288	9.00 %

Sarasota Military Academy

Profit and Loss - YTD - By Campus

July - November, 2025

	HS	PREP	TOTAL
Income			
3100 Federal Direct	60,163		\$60,163
3300 Revenue from State Sources	1,786,627	1,237,073	\$3,023,700
3400 Revenue from Local Sources	1,486,544	906,171	\$2,392,715
Total Income	\$3,333,335	\$2,143,244	\$5,476,579
GROSS PROFIT	\$3,333,335	\$2,143,244	\$5,476,579
Expenses			
4100 Salaries	1,449,037	1,011,492	\$2,460,529
4200 Employee Benefits	436,455	334,970	\$771,425
4300 Purchased Services	556,282	402,224	\$958,506
4400 Energy Services	48,782	68,919	\$117,701
4500 Materials & Supplies	147,123	77,596	\$224,720
4600 Capital Outlay	182,807	107,657	\$290,464
4700 Other Expenses	374,929	193,401	\$568,330
Total Expenses	\$3,195,415	\$2,196,260	\$5,391,675
NET OPERATING INCOME	\$137,920	\$ (53,016)	\$84,903
NET INCOME	\$137,920	\$ (53,016)	\$84,903