Southerland Partners

Confidential Position Specification

Ardmore Institute of Health

January 2015
CONFIDENTIAL POSITION SPECIFICATION

Position
Chief Executive Officer

Company
Ardmore Institute of Health

Location
Ardmore, OK

Reporting Relationship
AIH Board of Trustees

Websites
http://ardmoreinstituteofhealth.org/
https://fullplateliving.org/

THE OPPORTUNITY

Position Summary

The Chief Executive Officer is responsible for day to day operations of Ardmore Institute of Health and Full Plate Living, and shall see that all orders and resolutions of the Board of Trustees are implemented.

The CEO will be responsible to the Chairman of the Board and the Board of Trustees of Ardmore Institute of Health (AIH) and the Otey Johnson Foundation (OJF).

Responsibilities:

- **Board Partnership**: Work closely with the Board to define the future of the Ardmore Institute of Health (AIH) and increase its positive impact on the health of communities, focusing on Oklahoma and North Texas. Assure that each member of the Board is fully informed and consistently engaged.

- **Strategic Leadership**: Provide strategic leadership to the Foundation, its staff, Board, and key stakeholders, which includes developing, articulating and implementing a strategic plan.

- **Public Engagement**: Serve as spokesperson and advocate for AIH’s mission and goals; build new partnerships, coalitions, and collaborations with external groups and organizations.

- **Healthy Living Professionalism**: Develop and maintain a high level of awareness of the needs and best practices of the healthy living and of the philanthropic communities.

- **Operational and Organizational Leadership**: Provide guidance and leadership on internal, operational, staff development, and financial matters, and the effective philanthropic use of all assets. Assess the Foundation’s current organizational structures, policies and procedures to ensure they best serve AIH’s strategic goals and
reflect its values. Embrace a collaborative and transparent environment in which all staff and Board are accountable to each other for a shared commitment to excellence and the achievement of individual, team, and organizational goals.

- **Programmatic Innovation**: Work to define the programmatic direction of the Foundation and collaborate closely with program and grant staff to build upon AIH’s commitment to healthy living. Encourage an entrepreneurial and creative approach to philanthropy by establishing procedures for monitoring and evaluating the effectiveness of all programs.

- **Communications and Marketing**: Increase AIH’s visibility and stature in state, local, and national healthy community circles and in the Oklahoma and North Texas communities it serves.

- **Fiscal Responsibility and Accountability**: Implement asset management program as guided by the board and the organization’s investment policy. Prepare and present annual operating budget, and manage organization’s activities within those budget guidelines.

**Qualifications, Education and Experience**

- **World view**: The CEO must proclaim to be a Christian and be able to lead the organization with Christian principles supportive of the organization’s Seventh-day Adventist history and culture.

- **Integrity**: The board, staff and community must perceive the CEO as honest, trustworthy, and operating in the best interests of the organization and the larger community. The successful candidate will have unquestioned personal and professional integrity.

- **Credibility**: The CEO will have achieved credibility through professional credentials and accomplishments; e.g. a close personal connection to an organization, cause, or community; and/or a track record of promises kept and results delivered over time.

- **Executive Presence**: The CEO will be able to speak about the work of the organization in engaging and inspiring terms. The CEO must be able to inspire confidence and be able to motivate others to follow.

- **Collaborative**: The CEO must demonstrate an inherent collaborative and facilitative leadership style. Working cooperatively for local impact and to demonstrate wider applicability, is central to our reason for being.

- **Initiative**: The CEO must possess a considerable degree of personal courage, resourcefulness, and ingenuity. The CEO will have the confidence to act, rather than always waiting passively for direction from others.

- **Dedication to Philanthropy**: The CEO will have a deep understanding that responsible philanthropic investment is essential for the wellbeing of the citizens of our community. It is preferred the CEO have demonstrated success in Philanthropy.

- **Vision**: The CEO will be aware of the gap between current reality and desired future success---able to see a better future and believe without doubt that it can become reality.
Expertise: The CEO will need health and non-profit expertise, as well as financial and general management skills. Charisma and vision complement, but do not replace skill, knowledge, and strategic thinking. The Board and other staff members can compensate for some weak areas, but not for an overall lack of expertise in key areas. The preferred candidate will have proven success in the areas of wellness, community health and development. In addition it is preferred they will have experience leading a successful grant making foundation along with experience as a CEO or at a senior level.

Location: The CEO will live in or in the vicinity of the organization’s headquarters which at this time is Ardmore, Oklahoma.

Goals & Objectives

- Work with the Board to modify and refine the strategic plan and mission/vision of AIH and transform the organization to focus primarily on grant making.
- Lead the effort to quantify reasonable objectives and metrics to assess community impact and desired outcomes.
- Assess existing management and staff and assemble the appropriate team to achieve current and long term objectives.
- Help to align the board on mission, strategy and tactics and then keep both the board and staff moving in that direction with as few detours as possible.
- Help to hold the Board accountable and keep them focused on agreed upon goals and objectives.
- Help to establish AIH as a recognized and respected grant making organization in the area of Wellness and Community Health.
- Analyze and recommend to the board opportunities for convening with other foundations.
- Work to increase AIH’s visibility in the Ardmore community through involvement with local associations, foundations and civic-minded projects.
- Lead efforts to assess the Full Plate Living program and develop a plan to achieve and sustain financial viability.

COMPANY BACKGROUND/ CULTURE

The Ardmore Institute of Health

The Ardmore Institute of Health (AIH) is an independent, nonprofit Oklahoma corporation headquartered in Ardmore, OK. AIH was established in 1947 by Roy Johnson, and funded by the estate of Roy’s son, Otey Johnson, MD. AIH seeks to improve the health and vitality of people around the world through the adoption of healthy lifestyle habits. The Johnsons were members of the Seventh-day Adventist church, and desired to extend the historic health ministry of the church through the establishment and funding of AIH.
After Otey’s death in 1984, the AIH trustees built and operated a residential lifestyle center (Lifestyle Center of America) in southern Oklahoma from 1995 until 2009. In more recent years, AIH has shifted its efforts to publishing simple, practical tools designed to help individuals make healthy food and lifestyle choices.

*The 30 Day Diabetes Miracle* was published in 2008 (or 2009) and met with some success but failed to achieve widespread acceptance among either the medical profession or the public at large. This effort was a great learning lesson and helped the organization focus on developing *The Full Plate Diet*. The basis for the diet in both books comes directly from the health lifestyle tenets of the Seventh-Day Adventist Church and traces its origin to the Book of Daniel in the Bible.

The *Full Plate Diet*, released in 2010, and the Full Plate Living (FPL) digital platform that followed, are designed to help people improve their nutrition by adding fiber rich “superfoods” to their plate. The book was a New York Times “Best Seller” and also achieved best-seller status on USA Today and The Wall Street Journal.

The FPL team delivers regular encouragement and education by synthesizing the latest nutrition research and wisdom into simple language and manageable steps. The FPL digital community attracts people who are interested in losing weight and improving their health by changing their eating habits for the long term.

While continuing to support FPL the Board of Directors has decided to move the organization toward a grant making model and focus more of the organization’s resources toward making grants to organizations that support the mission of AIH. AIH is currently providing some support for Ardmore 2020’s health initiative. They intend to evaluate the efficacy of the program along with evaluating similar initiatives in the region.

Currently AIH is supported by the Otey Johnson Foundation which manages approximately $65M in assets and distributes a major portion of the net profits to AIH. That distribution over the last several years has been in the $3-4M range.

**AIH Mission**

Improve the health and vitality of people to live more meaningful lives.

**AIH Vision**

They work for a future where lifestyle change will be the preferred method to prevent and overcome chronic diseases such as diabetes and obesity.

**AIH Overarching Statement**

The Ardmore Institute of Health is built on a foundation of love for God and through Him, service to others. They are charged with the responsibility of building and distributing the
significant resources donated by Christian physician Otey Johnson in such a way that they can instill hope and build self-esteem in others through the development of a positive, healthy lifestyle.

**Full Plate Living and the Full Plate Diet**

Full Plate Living (FPL) is a non-profit organization with a simple mission: to encourage, educate, support and inspire anyone who desires to live a healthier lifestyle. They believe anyone in any situation can do something that will affect their health positively. Even the smallest actions can lead one down a healthier path. They believe living healthy doesn’t mean eating food that people despise, or that people should starve themselves or spend endless time at the gym. Nor do they believe in gimmicky diets or too good to be true lose-weight-fast pills or supplements.

**Full Plate Living Digital Platform:** This online resource offers general information and guidelines, recipes, blogs and videos to provide tools and inspiration for every stage of the health and wellness journey.

**The Full Plate Diet Book:** This New York Times Bestselling book provides guided meal planning for weight loss through enhanced intake of fiber-rich foods. The Full Plate Diet is based on eating foods that allow dieters to enjoy a full plate and still lose weight. No yo-yo dieting. People can eat this way indefinitely, because they won't feel deprived or have to eat tiny portions. They can get started by making small changes, not big ones.

The book offers a no hassle approach: there is no need to count calories, shop at regular grocery stores, and spend less on food. Big health payoffs include heart health, cancer fighting, diabetes friendly, more energy, long life and of course weight loss.

**Features**

- The top 55 high fiber foods found in grocery stores
- Fiber wheels – create recipes that individuals will enjoy eating
- Power ups – simple ways to add fiber to what people already eat
- Eating away from home tips – lunch at the office, on the road, in restaurants

**The Full Plate Diet Fiber Guide:** The Full Plate Diet Fiber Guide makes it easy to find out where the fiber is. The list is not comprehensive, but it's certainly enough to get the reader started. The USDA was their source for nutritional information for each food.

**Group Weight Loss Programs:** “Are You Eating Enough to Lose Weight?” and “Are Your Thoughts Keeping You Thick?” are programs designed to help groups discover a series of simple, practical steps they can take as a lasting approach to weight loss and good health. The
program is designed to be followed and taught by anyone, regardless of background. A physician, PhD nutritionist, and behavior change expert back the word-for-word facilitator script.
ARDMORE, OK
AREA OVERVIEW

About Ardmore

Nestled at the foot of the Arbuckle Mountains and surrounded by seven lakes totaling 100,000 acres, Ardmore is one of Oklahoma’s most unique communities. Ardmore is situated halfway between Dallas, Texas to the south and Oklahoma City, Oklahoma to the north. Interstate 35 runs through the west side of Ardmore and provides easy transportation access to points north and south.

The many lakes, forests, rivers, and mountains that surround Ardmore offer residents plenty of outdoor fun. Residents of Ardmore can also choose from a variety of spectator sports in the region including professional, semi-professional, and collegiate sports. With both Dallas and Oklahoma City just 90 minutes away, sports enthusiasts can attend Dallas Cowboy football games, spend a day at the Texas Ranger’s ballpark, or enjoy racing events at the Texas Motor Speedway.

Ardmore features several general merchandise stores and a variety of specialty shops. Diners can select from national quick service chains, or locally-owned restaurants that range from casual to the elegant. For world-class shopping, drive 90 minutes south to The Dallas Galleria, home to Nordstrom, Macy’s, Saks Fifth Avenue, and nearly 200 other specialty retailers.

The cost of living in Ardmore is below the national average. Compared to other cities in the region, Ardmore boasts an affordable community with an exceptional quality of life. In fact, Ardmore was listed as one of 50 Best Towns in America and was twice named All-American City. You won’t experience traffic congestion or delays in the Ardmore, Oklahoma area. There is no such thing as “rush hour”. Most employees are less than 15 minutes from work. Those with longer commutes simply choose to live in other parts of Southern Oklahoma or North Texas and drive to work in Ardmore.
**Population (2014)**

Ardmore  24,392  
Ardmore Metro  57,007  

**Distance to Nearby Cities**

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<td>Fayetteville, AR</td>
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**Climate**

Ardmore is known as being “On the Sunny Side of the Arbuckles” and has four seasons, with generally mild winters and warm summers. Contrary to some impressions of Oklahoma, the Ardmore area features rolling green hills, crystal blue lakes, and generally mild weather suited for outdoor activities.

- **Annual rainfall average**  34.26”
- **Annual snowfall average**  3.8”
- **Mean average temperature**  63°

**Air Transportation**

Air service to and from the area is provided by two major commercial airports – DFW International (Dallas) and Will Rogers World Airport (Oklahoma City). Each airport is just 90 miles/minutes from Ardmore.

**DFW – Dallas/Fort Worth International Airport**

- **Distance from Ardmore**: 90 miles / 90 minutes south on I-35
- **Daily Flights**: 958 domestic flights/ 52 international flights
- **Destinations**: Non-stops to 110 domestic and 50 international destinations

**OKC – Will Rogers World Airport**

- **Distance from Ardmore**: 90 miles / 90 minutes south on I-35
- **Daily Flights**: 93 domestic flights (22 daily flights on Southwest Airlines)
- **Destinations**: Non-stops to 21 domestic destinations
**Area Sports and Outdoor Recreation**

**Turner Falls Park:** Turner Falls Park, the oldest park in Oklahoma, has received national publicity and has served as a classroom for the naturalist with its distinction as one of three geological windows into our past. The other two sites include the Grand Canyon and the Black Hills of South Dakota. Many springs from the world famous Arbuckle Mountains form Honey Creek, which cascades down a 77 foot fall to a natural swimming pool, making the majestic Turner Falls the largest waterfall in Oklahoma. The park is accented with beautiful picnic areas, nature trails, caves, geological wonders and two natural swimming pools quite unique in nature.

**Chickasaw National Recreation Area:** Springs, streams and lakes - whatever its form, water has always been the attraction at Chickasaw National Recreation Area. A multi-use trail designed for equestrian, mountain bike and hiking enjoyment is approximately 9 miles in length. This path takes you into areas that feel far removed from the confinements of civilization.

**Arbuckle Wilderness:** View and feed hundreds of exotic animals along an eight-mile scenic drive. Oklahoma's leading tourist attraction, the park also includes a walk-through zoo, bird aviaries, playground, paddle boats, rides and arcade. Picnics and hayrides are almost an everyday occurrence at the park. Birthday parties, family gatherings, business outings and senior citizen trips are all welcome.

**Lake Murray State Park:** Oklahoma's oldest and largest state park, Lake Murray lies just seven miles south of town. Built as a WPA project in the 1930's, the park's 12,400 acres feature a beautiful crystal clear 5,700 acre lake. The associated amenities make Lake Murray a regional destination. The park includes a 50 room lodge, 81 cabins and numerous campsites. Visitors may enjoy golf, tennis, swimming, water sports, horseback riding, a special ATV area, hiking and much more.

**Ardmore Regional Park:** The Ardmore Regional Park offers a variety of fun opportunities including a lake, disk miniature golf, softball complex, hiking, jogging, rollerblading trails, and a picnic area. During the Christmas season, the park is transformed by the Festival of Lights, a 1 1/2 mile Christmas Drive-Thru holiday display open to the public in late November and all of December.

**Hardy Murphy Coliseum:** Built in 1937, the historic Hardy Murphy Coliseum has been a mainstay as an Ardmore tourist attraction. Primarily designed to host horse and livestock shows, recent renovations to the facility have allowed it the flexibility to now host variety of events. Along with the space upgrades that allow the facility to stall 550 horses, the addition of air conditioning provides Hardy Murphy with the competitive ability to attract national and regional events.
Ardmore Community Water Park: Once a fifty year old swimming pool, the Ardmore Community Water Park is now the city's newest recreational attraction with all the elements of a major water theme park. The new Water Park features twisting slides, water basketball and a zero-depth entry pool for young children.

Lakeview Golf Course: Lakeview Golf Club has an 18-Hole championship layout, which offers challenges for the beginner, as well as the seasoned golfer. The addition of the new clubhouse facilities, practice putting greens, the slick undulating Bentgrass greens and Bermuda fairways make Lakeview Golf Course one of the best in the area.

Falconhead Resort & Country Club: Falconhead Resort & Country Club is a par 72, 18-hole golf course located in the Red River Valley near Marietta. Trees, ponds, and gently rolling hills paint the landscape, making the course a relaxing departure from everyday life.

Eisenhower State Park: Eisenhower State Park, with 423.1 acres, is located in Grayson County, Texas on the shores of Lake Texoma. Some of the activities include picnicking, hiking, biking, nature study, fishing, boating and boat rentals, water skiing, swimming, and wildlife observation, and a variety of camping.

Lake Texoma Resort Park: This expansive atrium resort hotel, located off of U.S. Highway 70, four miles east of Kingston, features poolside suites, a restaurant and lounge, a fitness center, an airstrip, stables, a marina and a miniature golf course. Activities offered include swimming, fishing, golfing, RV camping and go-cart racing.

Dornick Hills Golf & Country Club: Dornick Hills Golf and Country Club is the Premier Country Club in southern Oklahoma. This private club offers an 18 hole championship, par 70 golf course, the first designed by Perry Maxwell. Dornick Hills is the site of many tournaments including the Annual Maxwell Tournament featuring top collegiate teams from across the country. Golf Digest has named Dornick Hills in the top 5 in Oklahoma several times.
Dallas-Ft. Worth Professional Sports

- Dallas Cowboys NFL football
- Dallas Mavericks NBA basketball
- Dallas Stars NHL hockey
- Texas Rangers MLB baseball
- Texas Motor Speedway
- Lone Star Park at Grand Prairie horse racing

Oklahoma City Professional Sports

- Oklahoma City Blazers CHL hockey
- Oklahoma RedHawks baseball
- Oklahoma City Thunder basketball
- Remington Park horse racing track

Area Attractions

Santa Fe Depot/Heartland Flyer: Amtrak's Heartland Flyer makes a daily roundtrip of 418 miles between Oklahoma City and Fort Worth, Texas with a stop in Ardmore at the Santa Fe Depot. One of the city's oldest and most revered buildings, it was erected in 1916. Enjoy the tradition of train travel with the Heartland Flyer and experience all the beautiful scenery and landmarks, such as the Santa Fe Depot, along the way.

Greater Southwest Historical Museum: The Greater Southwest Historical Museum works to preserve the history of south-central Oklahoma. Exhibits detail the area's history from the mid-1800's to the present, telling the fascinating story of human settlement in south-central Oklahoma from early Native American history to the farmers, ranchers and townspeople who built strong communities in the region.

Military Memorial Museum: The Military Memorial Museum preserves and displays military history. It is also the museum's purpose to honor those who have served the United States in times of war and peace. The museum's exhibits range from the American Revolution through Iraqi Freedom.

Treasure Valley Casino: Treasure Valley Casino, a 19,666 square foot gaming facility located in nearby Davis, features electronic and table games. Additionally, the casino offers 59 guest rooms and suites along with an indoor swimming pool, jacuzzi and exercise facility and a banquet room with a capacity of 125. Treasure Valley Casino also features off-track betting at Wildfire. For breakfast, lunch, or dinner, eat at the Bread Basket Buffet or the Treasure Valley Diner.

Winstar Casino: Cultures collide at the new WinStar World Casino where five gaming plazas transform your experience into an international affair. Take in the sights of colorful fountains, hand-painted frescos and towering arches as you travel seamlessly through Paris, Beijing, Rome, Madrid and London. Enjoy a comedy or musical performance at the Global Event Center or experience one of several restaurant delights. Grab your Passport and Bon Voyage!

Memorial Park: Memorial Park is home to Memorial Square and the Oil Patch Warrior statue, both dedicated to the history of Ardmore and its citizens. The park's monuments pay tribute to the energy industry; the Oil Patch Warrior is dedicated to those Oklahomans who were instrumental in procuring American freedom by working in
the energy industry during World War II. Secondly, the park is a memorial for the veterans who helped fight for the freedom Ardmore and the rest of the country enjoys today.

**Eliza Cruce Hall Doll Museum:** The Eliza Cruce Hall Doll Museum is a hidden treasure located inside the Ardmore Public Library. The collection was donated to the Ardmore Public Library in 1971 by the niece of Oklahoma’s second governor, Lee J. Cruce. The exhibit features over 300 rare and antique dolls representing a wide range of historical periods from the United States and Europe.

**Arts and Culture**

**Charles B. Goddard Center:** The Goddard Center for the Visual and Performing Arts provides Southern Oklahoma with a vital cultural complex offering venues in theatre, dance, music and visual art. The galleries of the Goddard Center feature Western and contemporary paintings from a permanent collection. A variety of exhibits and activities are scheduled throughout the year, many featuring area artists. Researchers are also welcome to browse the 800-volume art library. Admission to the galleries is free.

**Heritage Hall:** Heritage Hall, formerly known as Ardmore Civic Auditorium, is an Art Deco structure located in the heart of downtown Ardmore. This landmark underwent renovation several years ago, and has now become a favorite venue for concerts and downtown gatherings.

**Tivoli Theater:** Located in the heart of historic Downtown Ardmore, the Tivoli Theater is the area's hot spot for live music and entertainment. The theater can be used for a variety of purposes, including concerts, parties, wedding receptions and formal dinners.

**Ardmore Little Theater:** The Ardmore Little Theater, celebrating its 50th anniversary, is one of the state's first and premiere groups of its kind. Featuring local talent with guest directors, several Broadway plays and musicals are produced each year.

**Shopping and Dining**

Visit Ardmore and experience "Exit 31 A the Main Streets" for a true shopping adventure. The journey begins at Broadway and Commerce with a trip to the Brown Paper Bag and Maria's Garden, just a short block away. Unique shops were featured in Southern Living and provide a memorable experience. As you continue down Broadway past Central Park, you will enter the downtown area. The variety of shops will delight even the most discriminating taste. An array of antique shops provides an opportunity to purchase merchandise from years past. Don’t forget the chic shops that now dot our community along the side streets adjacent to Broadway and Main.
Other areas to shop in Ardmore include Commerce Street, Tiffany Plaza (on West Broadway), Broadlawn Shopping Center on Maxwell, and the shops on Grand Avenue and Merrick Drive. If you tire of shopping, you can take a walking tour of downtown that will excite most history buffs as both the Carter County Courthouse and many Main Street locations are listed on the National Registry of Historic Places.

When you finally need a quick "pick me up", stop by Main Street Coffee, or if you prefer a meal, choices range from a trip back in time at the Old Time Soda Pop Shop, a taste of Mexico at Casa Romo, or a delightful lunch at Cafe Alley.

The dining opportunities in Ardmore allow you to choose from a variety of cuisines and environments that match your mood. Experience the local atmosphere of Cattle Rustlers, Budro's Rib Joint, Fireside Dining, or Two Frogs Grill. From local mom and pop establishments with a true down-home feel to gourmet cuisine, there is a dining experience to meet your every need.

**Education**

**Public Schools**

Ardmore's commitment to education is a key factor in making it an outstanding community. Educational offerings from kindergarten to college allow people of any age the chance to learn and succeed.

**Plainview Public School District**

When compared to other school districts in the State of Oklahoma, Plainview Schools’ students have consistently scored in the top 1% from the elementary grades through high school. There are no weak links in Plainview Schools; only highly qualified and motivated teachers seeking to help each individual student find their niche to allow for success. Plainview High School was nominated and has been selected to represent Oklahoma as one of six “Blue Ribbon Schools.” Both the Plainview Primary Elementary and Plainview Intermediate Elementary secured a perfect score of “1500” on the Oklahoma Academic Performance Index (API). Both Plainview Middle School, as well as Plainview High School, had the highest API scores for a high school and middle school in Oklahoma. These fantastic scores secured Plainview Schools as the top scoring public school in the State of Oklahoma.

The Plainview Public School District encompasses 74 square miles, extending as far south as the Love County line and as far north as Caddo Creek. The school serves 1,400 students at four sites in grades PK-12. Plainview Schools take pride in offering a wide variety of programs. Programs are diverse to meet the needs of individual students from a diverse student population. Plainview Schools have developed a state-wide reputation for challenging the status quo of education. Academics, fine arts, technology, athletics, vocational training through Southern Oklahoma Technology Center, and college coursework through the Ardmore Higher Education Center have allowed Plainview Schools to serve as a leader in providing for excellence in education to all students.

Plainview Schools understand the importance of modern up-to-date facilities. Over the past several years Plainview Schools have increased their campus size by 65% with new construction and major renovations on seventy-eight percent of the existing pre-1995 campus. Their most recent bond issue provided for renovations at the elementary, middle school, and high school campuses. This same bond issue is allowing for the construction of new elementary classrooms and a new field house at the sports complex.
Each Plainview student has the opportunity to be a part of the total school program. Plainview students are encouraged to be active participants in community activities, academics, fine arts, as well as athletics. The district’s faculty and staff are committed to providing their students, parents, and patrons courteous and professional services to allow for the success of each of our students. The Plainview faculty and staff stand ready to serve your child should you choose to become a member of the Plainview family.

**Ardmore City Schools**

Ardmore City Schools serve the city of Ardmore and is one of a few school districts in Oklahoma that is truly a "city" school. With around 3,000 students in Pre-K through 12th grade, the district serves a wide range of developmental, social and academic needs. The district’s teachers are committed to their own continuing education and have participated in numerous hours of professional development.

At Ardmore High School, there is something for everyone. Advanced Placement course offerings are prevalent at AHS and teachers are actively pursuing AP training throughout the year. In addition to increased AP course offerings, AHS and Ardmore Middle School have increased the number of Pre-AP classes. AHS also has an abundance of clubs, groups, organizations and teams available for your child to participate in during their high school career.

**Higher Education**

**Southern Oklahoma Technology Center:** Southern Oklahoma Technology Center (SOTC) is celebrating its 42nd year of being the area’s hub for job skills training. They have long been known for initial career training for young adults, however through the years they have mastered the art of delivering short, competency based training to adults seeking to upgrade their job skills. Their full time programs are open to adults and high school juniors/seniors. SOTC students earn college credit through agreements between technology centers and colleges toward degrees in applied science or college-level certificates. Recent research indicates Oklahoma Career Tech graduates add $2 billion annually to the state economy.

**SOTC Biotechnology Academy:** The SOTC Biotechnology Academy provides high school juniors/seniors a realistic, hands-on opportunity to learn and experience biotechnology techniques and applications in human health, agriculture, environmental science, forensics and pharmaceutical production. Students learn the theory and techniques that are routinely performed in research, government, diagnostic and industrial biotechnology laboratories providing them with knowledge and skills and an opportunity for invaluable career exploration. Students develop advanced skill sets and are prepared to make sound educational and career choices in preparation to fill the biotechnology workforce needs as they evolve.
**The University Center of Southern Oklahoma:** The University Center of Southern Oklahoma (UCOSO) allows students to take classes in Ardmore from several regional universities as well as Murray State College. Graduate level programs in Education and Human Resources have recently been added. UCOSO offers both day and night courses that benefit college-bound students and adults seeking to achieve a degree while remaining in Ardmore.

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<td>Southeastern Oklahoma State University</td>
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**Housing and Cost of Living**

Ardmore is known for its beautiful homes and neighborhoods with residential settings from classic, long-standing homes on tree-lined streets to modern developments. Ardmore’s options include a range of apartments, traditional single-family homes, and luxury custom homes. The average selling price for 3500 square foot home in 2013 was $251,000. The cost of living in Ardmore is well below the national average. Compared to other cities in the region, Ardmore boasts an affordable community with an exceptional quality of life.
Economy

The strength of Ardmore is displayed in the diversity of its economic structure: energy, agriculture, aviation, industry and research. Noble Energy, Valero and Michelin North America all have large facilities in Ardmore. Ardmore serves as the primary retail center for a seven county area of Southern Oklahoma. The trade area serves over 124,800 people. Over 350 general merchandise and specialty stores create retail sales of over $420 million dollars.

Ardmore boasts a vibrant research and development community. The Samuel Roberts Noble Foundation is highly regarded worldwide for research in biomedicine, plant biology and agriculture. The Plant Biology division is a world leader in genetic engineering of fungal resistant plants. The Agriculture division researchers have gained worldwide recognition for plant breeding and demonstration farms.

<table>
<thead>
<tr>
<th>Top 15 Employers</th>
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<td>Dot Foods</td>
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