



# Opportunity Profile

..... President .....

university of  
**mobile**



# Greetings

## From the Chair of the Board of Trustees of the University of Mobile

Dear Prospective Candidate,

On behalf of the Presidential Search Team and the Board of Trustees, I thank you for your interest in the University of Mobile. We hope this Opportunity Profile provides you with a full understanding of our mission and our role in Christian higher education, as well as the key qualities and characteristics we seek in our next leader.

The University of Mobile, through the previous eighteen-year administration, has been guided and shaped by the intent to place graduates into the marketplace who are recognized as Christian men and women of high moral and ethical character who demonstrate high proficiency in their discipline or work, who know how to think, who know what they believe and why they believe it, who have the courage and discipline to live according to their belief, and who have the ability and skill to use their influence in appropriate and effective ways to change the world around them. Through that initiative, the university has gained respect in the Mobile community, in the faith community in the state of Alabama, among peer institutions in the southern region, and among families seeking that type of college experience.

The opportunity for a new president comes with the decision of Dr. Mark Foley to conclude a presidential tenure that began in 1998. We believe that the foundation laid by his administration creates a tremendous opportunity for an insightful leader with the right set of skills to expand the university's influence exponentially.

We encourage you to read through this Opportunity Profile and to explore the University of Mobile [website](#). If your spiritual gifts, talents, and experience qualify you as a candidate, we invite you to review the Process of Candidacy section and follow the instructions provided. If you have questions, please contact Tommy Thomas or Laura Coverstone, (615.261.4623), the *JobfitMatters* consultants who are leading this search.

Thank you for considering University of Mobile, and we welcome your exploration of this profile. We are eager to see who God calls to lead UMobile as its next president.

Sincerely,

*Terry H. Harbin*

Terry H. Harbin  
Chair of the Presidential Search Team





# ..... *Introduction*

Located in Mobile, Alabama, on an 880-acre campus near Gulf Coast beaches, the University of Mobile is an institution of liberal arts and sciences and professional programs, intentionally dedicated to Biblically-based Christian culture in heritage, faith, and practice. More than 1,600 students are enrolled in over 40 undergraduate and graduate programs. Founded in 1961 by Alabama Baptists, the University of Mobile is affiliated with and supported by the Alabama Baptist State Convention.

With a 14:1 student to faculty ratio, one of the University of Mobile's goals is to develop students who are prepared academically to be excellent in their fields and, as confident Christian men and women, use their influence to make a difference in the world. There is a strong sense of community between the faculty and students. In addition to their academic studies, UMobile students have many opportunities to develop as student leaders.

The School of Music is one of the university's largest programs. The department has over 20 vocal and instrumental ensembles that travel worldwide, representing the university on mission and in schools and churches. One of the highlights of the year is the University of Mobile Christmas Spectacular, seen live by over 8,000 and viewed worldwide by satellite.

The university recently completed a \$7 million campus enhancement project that improved campus facilities across campus. Now, the All on Call campaign is raising funds to purchase and renovate a facility just across campus to house the highly respected School of Nursing that has outgrown its home on campus.

NAIA athletics are an important part of campus life at the University of Mobile. Over 200 scholar athletes participate in 17 sports in a nationally competitive program that has captured 8 NAIA championships and 109 conference and district championships.

University of Mobile seeks a visionary leader, someone who understands UMobile's opportunities and challenges and, with dependency on the Holy Spirit, is eager to lead the school into the future. The search team is looking for someone who is motivated and drawn to the external aspects of the presidency and who is accustomed to innovative thinking and taking appropriate risks beyond traditional approaches in expansion of the university's mission and influence.

We invite you to learn more through this Opportunity Profile. For more information about UMobile, please visit the website at [umobile.edu](http://umobile.edu).

# Mission

The University of Mobile is an institution of liberal arts and sciences and professional programs, intentionally dedicated to Biblically-based Christian culture in heritage, faith, and practice. The institution is affiliated with the Alabama Baptist State Convention and is committed to providing educational programs of the highest quality to its students. Its academic emphasis is to establish and maintain a tradition of excellence in undergraduate studies as well as in professional, graduate, continuing education, and specialized degree-granting programs.

Whereas research is encouraged, all educational programs of the University are student-oriented, designed for the intellectual, spiritual, cultural, and personal growth of students in their search for meaningful careers and in their future lives as responsible, informed members of a global society.

As an institution dedicated to Christian faith and practice, the University of Mobile explicitly seeks to integrate the critical pursuit of knowledge with Biblical and spiritual awareness and personal responsibility and to unite academic excellence with dedication to service at the local, state, national, and international levels.

## Statement of *Christian Affirmation*

The "Statement of Christian Affirmation" was adopted by the University of Mobile Board of Trustees on April 27, 2004. It is a brief, biblically based foundational statement which describes the essential theological nature of the University of Mobile. Along with the mission statement, philosophy statement and goals, it is the foundation which guides the growth and development of the University of Mobile. As a Christian university, the University of Mobile affirms...

### **...the Nature of Christ.**

Jesus Christ is the physical expression of the eternal, transcendent, and triune God of the universe. To Him we owe the highest love, reverence, and obedience. He is an intelligent, spiritual and personal Being. He is the Creator, Redeemer, Preserver, and Ruler of the universe and all contained therein.

### **... the Ethic of Christ.**

The ethic of Jesus is love. The model of His self-less love is most perfectly demonstrated in His sacrificial and substitutionary death, burial, and resurrection and His offer of regeneration to individuals through His saving grace.

### **...the Mission of Christ.**

The mission of Christ is to save the world from sin, offering reconciliation to God and eternal life to all persons who accept His salvation. It is the duty and privilege of every follower of Christ to participate in His mission, seeking constantly to win the lost to Christ by verbal witness undergirded by a Christian lifestyle, and by other methods in harmony with the gospel of Christ.

### **... the Revelation of Christ and His Authority Over Mankind.**

All understanding and values are defined in terms of the relationship of human beings to Christ as He is revealed in Holy Scripture. It is the responsibility of every believer to read, seek to understand, and follow the teachings of Scripture.

**[Click here for full statement](#)**

# History

When the final brick was set into place, a massive three-story building stood on a red dirt mound surrounded by hundreds of acres of dogwoods, oaks, and azaleas. That building – the University of Mobile’s first classroom and administration facility – represented a dream come true. For thousands of Alabama Baptists, as well as other church and civic leaders in Alabama, the opening of the liberal arts college was the result of a decade of hopes, hard work, and prayer. The first building represented the great things that could be accomplished when a community and denomination joined hands for a common goal – higher education in the Christian tradition.

Chartered in 1961 as Mobile College, the institution celebrated decades of growth and success in 1993 by changing its name to the University of Mobile. The story of the university began in 1952, when the Mobile Baptist Association appointed a committee to study the feasibility of starting a Baptist-affiliated college in Mobile. In 1959, the Alabama Baptist State Convention agreed to build and operate a college if the Mobile community would raise \$1.5 million within two years. Only one year later, area churches, businesses, and industries pledged more than \$2 million to the effort.

Dr. William K. Weaver, Jr., was appointed president of Mobile College on April 1, 1961, a position he would hold until his retirement in 1984. When Alabama Governor John Patterson signed the college’s charter in 1961, Mobile College became the first senior college to be chartered in the state in 57 years. The college’s first administration and classroom building, now named Weaver Hall in honor of the institution’s first president, was completed in 1963. The college gained accreditation in 1968 from the Southern Association of Colleges and Schools. The second president, Dr. Michael A. Magnoli, was inaugurated in 1984 and oversaw a period of continued growth.

On February 13, 1998, the University of Mobile Board of Trustees unanimously elected Dr. Mark R. Foley as the third president. Under Dr. Foley’s leadership, the University of Mobile entered the new millennium with the express purpose of preparing students academically, socially, and spiritually to impact the world. New academic majors have been added as the university anticipates and responds to changing needs. Renovation of Weaver Hall, including a hipped roof with cupola and portico, provided a new focal point for the campus. Samford Hall, a 101-bed residence hall, was completed in 2004. In 2006, the 151-bed Karlene Farmer Faulkner Hall opened. In 2009, Ram Hall expanded the cafeteria and provided a state-of-the-art auditorium for student events and concerts. The Timbers apartment-style residence for upperclassmen opened in 2012, increasing the capacity of on-campus housing to 734. The state-of-the-art Fisher-Brewer Recording Studio opened in 2014. A master plan for the campus guides the ongoing renovation of classrooms and laboratories to accommodate additional academic programs.

Throughout the decades, the university has maintained a highly dedicated faculty providing quality Christian higher education. From its rich past to a future bright with promise, the University of Mobile continues to be a thriving institution dedicated to helping students grow academically, socially, and spiritually. In 2009, Ram Hall expanded the cafeteria and provided a state-of-the-art auditorium for student events and concerts. In 2013 the university completed an extensive \$7 million campus-wide enhancement project.

# university of mobile *At a Glance*

*Established in* **1961**

Type: Private

President: Dr. Mark Foley (1998 to present, 3<sup>rd</sup> President)

Affiliations: Southern Baptist Convention

## STUDENT PROFILE *College*



**1600+**  
Number of  
Students

**1492**  
Full-time  
Enrolled  
FALL 2014

**45%**  
Students  
Living on  
Campus

*Female* 66%

*Male* 34%



Average  
**ACT**  
composite

**3.3**  
Average  
High School  
**GPA**  
4.0 scale,  
entering freshman

**33%**  
Minority  
students

**3%**  
International  
students



**351**  
All-Time  
**NAIA**  
All Americans

## DEGREES *Offered*

Associate of Science  
Bachelor of Arts  
Bachelor of Business Administration  
Bachelor of Music  
Bachelor of Science  
Bachelor of Science in Nursing  
Master of Arts  
Master in Business Administration  
Master of Science in Nursing

For a full list of majors, see <http://umobile.edu/undergraduate-admissions/chooseareaofstudy/>

## FINANCES

Endowment: \$23.3 million (as of 6/30/2015)

Annual Budget: \$29,484,343 million

2014-2015 Giving: \$5,519,737 million\*

\*(includes contributions, Alabama Baptist, private gifts, and grants)

**ACCREDITATION:** (for details, see <http://umobile.edu/accreditation-2/>)

The University of Mobile is accredited by the **Southern Association of Colleges and Schools Commission on Colleges** to award associate, baccalaureate, and master's degrees.

The University holds membership with and is an accredited institutional member of the **National Association of Schools of Music**.

The University, through its School of Business, is accredited by the **Accreditation Council for Business Schools and Programs ([www.acbsp.org](http://www.acbsp.org))** to offer the following business degrees: Bachelor of Science Degree with majors in Accounting, Business

Administration, and Computer Information Systems; Bachelor of Business Administration Degree, and the Master of Business Administration Degree.

The Associate Degree in Nursing program is accredited by the **Accreditation Commission for Education in Nursing**. The University of Mobile's School of Nursing BSN program and MSN program is approved by the **Alabama Board of Nursing**. The baccalaureate degree in nursing and the master's degree in nursing at the University of Mobile is accredited by the **Commission on Collegiate Nursing Education**.

The undergraduate athletic training education program is accredited by the Commission on **Accreditation of Athletic Training Education (CAATE)**. Graduates of the athletic training education program are qualified to sit for the National Athletic Trainers Association Board of Certification (BOC) Examination.

The **Alabama State Board of Education** approves teacher education programs.

## TOP DENOMINATIONS



● Southern Baptist (55%)  
● Other (45%)

## TUITION AND AID 2014-15

**\$18,720**  
Tuition

**\$9,550**  
Room and board

**42%**  
Six-year  
graduation rate



Freshmen received  
**financial aid**

**\$16,375**  
Average financial  
aid package



**1 of 4**

Schools in Alabama and only private university in state listed as one of "America's **100 Best College Buys**"

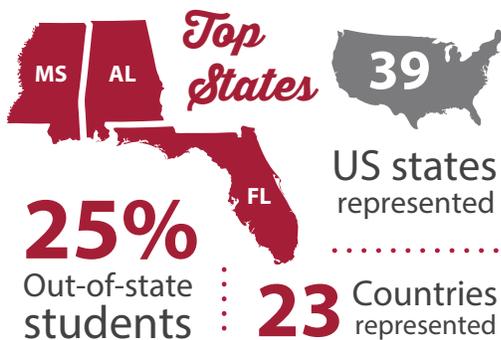


## FACULTY

**84**  
Full-Time  
Faculty

**13:1**  
Student to  
Faculty Ratio

**62%**  
Faculty with  
doctorate or  
terminal degree



# university of **mobile** *Campus*



**487,899 FT**  
Total square footage



**39**  
General purpose  
Classrooms



**Golf**  
Driving  
Range

**880+**  
Acres



**60**  
Buildings

**20**  
Laboratories



**6**

Computer  
labs  
equipped  
with  
**100+**  
microcomputers



**10**  
Tennis  
Courts



**734**  
Residential facilities  
accommodations



Olympic size  
Swimming pool



**468**  
Dining facilities  
accommodations

**Intramural  
facilities**  
softball fields\*  
baseball fields\*  
soccer fields\*  
beach volleyball courts  
fitness center  
\*lighted

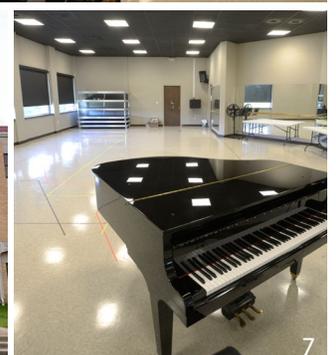


**2** Soccer  
fields

**Baseball** field



**Softball**  
field



# ..... Presidential Profile

## The Position

The President will serve as the principal executive officer, having and exercising overall leadership for the University of Mobile. Serving as a non-voting member of the board, the president reports to and is assessed by the 30-member board. The President will supervise and control all of the business and affairs of the university and be responsible for the execution of policies and directives of the Board of Trustees and its committees.

The President is expected to formulate vision and to provide strategic leadership in developing long term initiatives that will advance the mission of UMobile. This vision must be translated into clear goals and objectives. It is imperative that the President be effective in communicating these goals and objectives to the Trustees, campus community, and various outside constituencies.

The President will develop, formulate and direct policy and governance in accordance with the policies of the Board.

Under the current organizational structure, the President's direct reports includes the following members:

- Vice President for Academic Affairs
- Vice President for Business Affairs
- Vice President for Enrollment and Campus Life
- Vice President for External Affairs and Information Technology
- Vice President for Operations and Athletics
- Assistant to the President for Church and Convention Relations
- Assistant to the President

## The Board

The purpose of the UMobile Board of Trustees is to establish broad institutional policies, secure financial resources to support the goals of the university, and select the chief executive officer. The goals of the Board include the following:

1

Demonstrate personal commitment to and interaction with the institution, its students, faculty, and staff.

2

Provide spiritual support to the university, its students, faculty and staff.

3

Exercise fiduciary responsibility as a caretaker of the university assets, holding the administration to proper accountability.

4

Demonstrate personal giving to and effective fundraising activity for the university.

## Key Characteristics of the Ideal President

### Christ-Centered Faith

- Pursues a deep personal relationship with Jesus Christ and has a strong prayer life
- Demonstrates mature servant leadership, is trustworthy and of impeccable character
- Participates actively in a local Southern Baptist congregation

### Organizational and Business Acumen

- Understands the economics of a higher education institution with a \$29,484,343 million budget
- Demonstrates ability to consistently assemble, present, and execute balanced budgets in line with fiscal responsibility
- Courageously makes decisions demonstrating the ability to thoughtfully and decisively act in a timely manner to steward institutional priorities
- Has a track record of hiring and developing strong senior leadership team
- Has the courage to be decisive and bold, take calculated risks and has a track record of making tough decisions

### Proven Fundraising Success

- Must enjoy the external aspects of the job; meeting new people, telling the UMobile story in a compelling manner
- Must have demonstrated ability to directly raise substantial funds and identify new sources of revenue
- Must understand and prioritize various fundraising strategies

### Academic and Institutional Vision

- Has a deep commitment to academic excellence
- Is committed to the foundation of Christ-centered higher education, understanding the needs in the marketplace and leading continual development of relevant and marketable majors for UMobile students
- Leads and motivates the team, inspires enthusiasm, casts the vision, and envisions ideas that are appropriate for the university
- Is committed to equipping persons for service in the Christian church and throughout the world



## Key Characteristics of the Ideal President

### Doctrinal Affirmations

- The President must embrace and demonstrate belief in core Christian doctrines. The personal expression of such doctrines is well represented in the Apostle's Creed.

"I believe in Jesus Christ, God's only Son, our Lord, who was conceived by the Holy Spirit, born of the Virgin Mary, suffered under Pontius Pilate, was crucified, died, and was buried; he descended into hell. On the third day he rose again; he ascended into heaven, he is seated at the right hand of the Father, and he will come to judge the living and the dead. I believe in the Holy Spirit, the holy catholic Church, the communion of saints, the forgiveness of sins, the resurrection of the body, and the life everlasting. Amen."

- The President's corporate doctrinal position is drawn from the Baptist Faith and Message and is presented in the University of Mobile's Statement of Christian Affirmation. ([link the title to the online document](#))

### Community-Mindedness

- Maintain a healthy relationship with the Alabama Baptist Convention/Southern Baptist Convention and expand relationships with other denominations
- Expand educational partnerships with the major employers in the area
- Explore cooperative arrangements with other colleges / universities
- Passionately interpret the University of Mobile's mission and tell the particular UMobile story in a compelling manner that attracts top students, faculty, and staff
- Builds and stimulates confidence on the part of all the constituencies in the UMobile community
- Enthusiastically and effectively communicates UMobile's mission and vision to all internal and external

## Desired Background

University of Mobile's next president should have an impressive array of executive leadership experience and a background in leading organizations that face the management challenges commonly found in small colleges and universities. An earned doctorate is preferred for this executive position, but consideration will be given to candidates with requisite attributes, qualifications and experience.



## Expectations and Vision

Successful leadership in this position will be judged by how well the president meets the expectations of the board, drives institutional excellence, and responds to needs of faculty, administration and other constituent groups. The expectations of the University of Mobile's next President include helping the university realize the principals of the 2020 Vision.

The new president will work with the board and other constituents to refine and adapt the current vision to meet the ever-changing needs of our university environment.

The 2020 Vision includes the following core initiatives:

- Integrate Christian Faith with academic discipline and with professional practice.
- Emphasize the concepts of responsibility, freedom, capitalism, and entrepreneurialism.
- Adopt effective structural methods and programs for a post-Christian environment.
- Expand experiential learning and technologically delivered curricula.
- Develop external partnerships for various project developments.
- Extend influence to regional and national levels.
- Transcend denominational, political, and geographic boundaries.
- Maintain a vibrant relationship with the Church and with the family of Alabama Baptist churches.
- Enhance fiscal condition, employee compensation, and capital assets.
- Develop a strategic enrollment plan to expand influence through increased enrollment.



# Location

## Mobile, Alabama

Mobile is a picturesque port city on Mobile Bay, with direct access to the Gulf of Mexico. More than 600,000 residents live in the metropolitan area covering 2,828 square miles. The city is a one hour drive from the sandy-white beaches of Orange Beach and Gulf Shores, Alabama, and just a few hours' drive from the mountains of northern Alabama.

Mobile's diversity is mirrored in a wide variety of activities – from the Alabama Deep Sea Fishing Rodeo to freshwater fishing, antique shopping to outlet bargains, baseball to football, museums to the modern IMAX Dome Theater, tee-time on the course to tea time at a historic plantation home, world-renowned Bellingrath Gardens to the Battleship USS ALABAMA, Dauphin Island Sailboat Regatta and the Christmas parade of boats along Dog River – Mobile is a great place to live and work.

From baseball to golf to fishing, Mobile has almost every sporting option and a mild climate for yearlong enjoyment. Regional golf is among the nation's finest, with more than 25 courses.

Mobile has one of the Gulf Coast's liveliest performing arts scenes. Locally produced opera, symphony, dance and theater, along with traveling shows, give Mobilians a wide variety of performance options nearly any week of the year. Mobile's economic development efforts over the past decade have garnered \$1.7 billion in capital investment and more than 17,400 jobs. For more information, see <http://mobilechamber.com/>.



# Process of *Candidacy*

## After reading this Opportunity Profile,

if you sense the gifts and experience God has given you are a good initial match for University of Mobile, we invite you to begin the inquiry process. We handle all candidate information and conversations confidentially. You may contact JobfitMatters at any stage of the process to get more information and to ask questions. (Contact information below)

Please provide the following documents and responses for review:

- A current resume or CV.
- Responses to the following questions:
  1. Describe your spiritual journey and statement of faith. (1-3 pages)
  2. Tell us about a financial or management challenge you have faced professionally and how you overcame it? (1-3 pages)
  3. What is it about the presidency of University of Mobile that draws you at this particular time in your life? (1-2 pages)
  4. If you are not coming to this position from a Development career path (i.e. VP Development / VP Advancement), elaborate on your fund raising experience.
- Provide the names and contact information (telephone numbers and e-mail addresses) for four references who know you and your career well enough to comment on your suitability for this role.

Submit this information in Microsoft Word (.doc) format to:

Tommy Thomas

JobfitMatters

**[resumes@simainternational.com](mailto:resumes@simainternational.com)**

Phone: (615) 261-4623

*In the subject line of the email, please write "UMobile - President"*