

2021 PRESIDENT SEARCH PROCESS

The following is a consolidation of remarks and observations taken from the stakeholder groups listed below over approximately 20 meetings held in the month of July 2021. Meetings were hosted by Jimmy Shumock, Board of Trustees Chair pro tempore, and Alexis Atkins, Chair of the President Search Committee:

- *USA Health Senior Leadership*
- *USA National Alumni Association*
- *USA Deans*
- *USA President's Council*
- *USA College of Medicine Clinical Chairs*
- *USA Faculty Senate*
- *USA Student Government Association and Black Student Union Leaders*
- *USA President's Advisory Council*
- *Mobile Area Chamber of Commerce Members*
- *Elected Officials from Mobile and Baldwin Counties*

What characteristics are desired of the next President:

Medical background stated by many as important. Due to the rise of our health care system with continued growth certain. Largest revenue coming from the health care system.

New president should understand the connection with the city of Mobile and be a part of the growing momentum of the city as it moves forward. University is poised to build on the generational opportunity of Mobile. A candidate from a large city may not have had the opportunity to be a part of building the future of its city. Needs to love Mobile and want to come here. Bridge partnership with business community, appreciate importance of alumni. See the potential in others, team leader and builder, bring out the best in others. Should have a collaborative and transparent leadership style. Should have a record of successful academic leadership at the level of president, provost or other senior administrative position at a peer research university. Support scholarly work and academic excellence. Understanding of academic promotion and tenure. Can help us determine what our institution needs to be (teaching focused versus research focused and put resources behind the identified priority). Prioritizes a strong culture of supporting one another on campus (i.e. customer service training, promotion of a positive workplace, and promotion of a "can do" or "we'll find a way" attitude).

Should engage with the Mobile community as well as outlying communities: Dauphin Island, Bay Minette, etc.

Political knowledge on the local, state and national level.

Be a visionary and able to unify the University as to where we are going in the future. A transformational leader. Looks outside the academic window with a bigger world view. Business- and community-minded, a good team-builder. Able to take risks and move forward. An informed decision-maker able to make hard decisions, world view. Understand the complexity of USA. A

skilled communicator and diplomat who can represent decisions and goals to the University, community and branches of the state government.

Documented history of successfully advancing equity, diversity and inclusion. Diversity is essential to improve education, our University and society. Students should have a voice. Cultural and political diversity.

Understand the need to make education affordable without high student loan debt. Able to find a job after graduation. Student first vision, what students need for success.

Knows the South. Knows about growth and supports activities/can sell the area. Be a go-to on all things community (engagement, social issues, development). Be aware and self-aware. Be a leader in the community. Be aware of local and national norms, and the new normals. Be optimistic and envision the glass always half-full. Collaborative. Possess strong financial acumen. Leadership in racial healing on the campus and in the community. Significant skill in external relations. Able to pivot quickly (be nimble and adjust to change in climate and direction). A non-academic president is not likely to be good at the present time (needs university working knowledge).

What are the major challenges and opportunities for the next president?:

Rapid growth of the health care system with a large low-income and rural community. Decline in enrollment. Balance academics and workforce side. Need for new hospital and medical school. Move our research from an r2 to an r1. Should come from a minimum of r2 research university. Major university positions need to be filled. Where do we want to be as a university? Grow our prominence in research, medicine, academics? Internship programs need to be emphasized. Lacking in leadership. Member of faculty should sit on board of president's council and DEI board. Reduce our inefficiencies. Integrate USA and USA Health (e.g. to prioritize "Excellence in Healthcare," we need stronger partnerships so that students from all associated majors can observe and/or train within USA Health). Can move us to responsibility-centered management rather than the historical budget model.

Stated by several stakeholder groups that the challenges turned around were the opportunities. To be a part of major changes in the University and the tremendous growth of Mobile.

Closer relationship with Baldwin schools. Housing for students in Baldwin County. Knowing or getting to know the Baldwin County area. Baldwin County engagement (larger USA Health footprint/less dealing with Infirmity competitions that won't go away).

Workforce development. Balancing focus on internal university and external community - more of the latter.

Opportunity to differentiate and restructure the curriculum to be more competitive. Grow on the academic health mission. Strength in health care delivery. Pay significant attention to athletics as South gets significant exposure from success. Financial incentives from competition to win more students. 2008 birthrate and population decrease.

What would you tell someone who is reluctant to become a candidate/what are the key selling points?:

Location, cost of living, lower political unrest, climate, proximity to several larger cities were all reasons that a candidate would want to come to Mobile. However, several groups indicated that we should not have to urge a candidate to come to Mobile and USA. If they are not eager to come,

we don't want them. Some said, "Just get them here for a few days" to sell someone. Sell the Board structure and working relationship. Sell the importance of the role, place and impact that can be made. Sell the community - able to make a difference.