



PRESIDENTIAL SEARCH

COVENANT THEOLOGICAL SEMINARY

LEADERSHIP PROFILE





The purpose of
COVENANT THEOLOGICAL SEMINARY
is to
GLORIFY THE TRIUNE GOD
by
TRAINING HIS SERVANTS
to
WALK IN GOD’S GRACE,
MINISTER GOD’S WORD,
and
EQUIP GOD’S PEOPLE
—ALL FOR GOD’S MISSION.

THE OPPORTUNITY

Today’s Church desperately needs biblically trained servant-leaders. For over 60 years, Covenant Theological Seminary has been equipping pastors and ministry leaders to meet this essential need. As the denominational seminary of the Presbyterian Church in America (PCA), Covenant Seminary is the largest supplier of pastors into the PCA. Covenant Seminary’s 4,500+ alumni also serve across denominations as pastors, counselors, campus ministers, missionaries, ministry leaders and more among all 50 states and over 40 countries.

In his recent announcement, President Dalbey reflected, “I have stood on the shoulders of other faithful men who have come before me to teach a new generation of gospel leaders the inerrant and unchanging word of God, in order to ‘glorify the triune God by training his servants to walk in God’s grace, minister God’s Word, and equip God’s people all for God’s mission.’ I look forward to the coming generations of those who will do the same, even long after I retire.” As Dr. Dalbey transitions to a well-deserved retirement, Covenant Seminary embarks on the search for its sixth president.

As the national seminary for the Presbyterian Church in America, Covenant Seminary benefits from the support and accountability of the PCA through its General Assembly. The General Assembly reviews and approves the Seminary’s budget and the election of its trustees. The President of Covenant Seminary serves as one of ten PCA agency “coordinators” who report annually to the General Assembly and regularly collaborate on denominational matters.

Covenant Seminary is seeking a grace-centered, inspirational servant-leader who will lead the Seminary in crafting and communicating a clearly defined vision for what the Seminary can achieve. He will build on its current strengths while also fostering innovation through the execution of strategic growth initiatives. With an anticipated start date of July 1, 2021, the next president will join a strong leadership team and a committed board of trustees comprised of ruling and teaching elders from across the nation. This opportunity profile describes the position, its requirements, and the search and selection process.



Francis Schaeffer speaking at Covenant Seminary commencement in the 1970's.

HISTORY

In 1956, Covenant College and Seminary began on a plot of land a few miles west of St. Louis, Missouri. It began as the official seminary of the Bible Presbyterian Church (Columbus Synod), preparing pastors for ministry. The college and seminary both continued to grow together until 1964, when the undergraduate college moved to Lookout Mountain, Georgia where it remains today under the leadership of its own board of trustees. In 1982, following another denominational merger between Presbyterian denominations, Covenant Seminary became the national seminary of the PCA.

Over the past six decades, in addition to its focus on training and equipping future pastors, Covenant Seminary has added degree programs to equip counselors and other non-ordained ministry leaders. Today Covenant Seminary students can study residentially in St. Louis, at its extension site in Phoenix, or online from anywhere in the world. Covenant Seminary equips pastors and ministry leaders through several graduate and post-graduate academic and professional degrees necessary for ministry. It is accredited by the Higher Learning Commission and the Association of Theological Schools.

THEOLOGICAL CONVICTIONS

Covenant Seminary believes in the inerrancy and sufficiency of the Bible as the Word of God, and subscribes to the Westminster Confession of Faith and Catechisms, which, though subordinate to the Bible in their authority, set forth a proper understanding of the Reformed faith in a concise, consistent, and reliable manner. The Seminary professes and proclaims the historic Christian faith as revealed in Scripture and as summarized in the Apostles' Creed.

DISTINCTIVES

Covenant Seminary celebrates the missional glory and grace of the gospel of Jesus Christ, a gospel that propels believers to see the worldwide Church flourish by training, sending and sustaining godly servant-leaders. Awakened by the Holy Spirit, founded on God's eternal truth, and rooted in the historic Protestant, Reformed and Presbyterian perspectives, Covenant Seminary seeks to serve the wider Church and prepare leaders for new cultural challenges in the following unique ways:

Whole-Person Training

The goal of the curriculum is not just Bible knowledge, but worship and obedience to Christ. This means that the curriculum goes beyond the classroom. Master of Divinity (MDiv) students and Master of Arts in Counseling (MAC) students are put into cohorts and 1-on-1 mentoring relationships throughout their training to build emotional and cultural intelligence, and to promote spiritual growth. This results in graduates who last in ministry much longer than the national average.

Pastor-Scholars

Covenant Seminary's professors are leading scholars, regularly contributing to well-known biblical commentary series, academic monograph series, and writing books and peer-reviewed journal articles in their fields. They also have on average nine years of ministry experience before joining faculty, resulting in a classroom experience that not only digs deeply into the Bible, but also communicates it in the context of actual ministry scenarios. Collectively, our faculty average 1,500 hours per semester meeting 1-on-1 with students. In addition to being advanced academicians, faculty serve as spiritual shepherds to students.

Engaging Culture

It can be difficult to train students for future ministry when the culture is changing so rapidly around the Church. Through the ministries of the Francis Schaeffer Institute (FSI), the City Ministry Initiative (CMI) and a robust field education system, Covenant Seminary students are required to think creatively about how to engage their changing culture with the unchanging gospel.

Life as Mission

In new student orientation, seminarians are told, "You are not the end of your education; the Church is." The curriculum is designed to equip students to equip the saints for the work of ministry. As the Seminary's mission statement says, students are trained to "walk in God's grace, minister God's word, and equip God's people—all for God's mission."

SEMINARY OVERVIEW
by the NUMBERS

1956 YEAR FOUNDED	4,516 TOTAL ALUMNI	661 CURRENT STUDENTS
17 FULL-TIME FACULTY	43 ADJUNCT & VISITING FACULTY	19:1 FACULTY/STUDENT RATIO
8 MASTERS-LEVEL OR DOCTORAL DEGREE PROGRAMS	1,500 AVERAGE 1-ON-1 OFFICE HOURS PER SEMESTER	97% ALUMNI PLACEMENT RATE



OPERATING
BUDGET

The Seminary’s fiscal year 2021 annual operating budget is just above \$9,000,000. Tuition and fees provide approximately 34% of revenues and unrestricted annual giving provides approximately 22% of total income. A 5% endowment draw on the Seminary’s \$37 million (as of 12/31/2019) endowment provides an additional 17% to the annual operating budget. Other revenue sources include temporarily restricted gifts and auxiliary income which contribute a combined 11% to the operating budget. Current tuition for Master of Divinity and Master of Arts degrees is \$525 per credit hour, which is in the median range of peer seminaries.

The Hope for the Future capital campaign is nearing its completion with \$39 of the \$40 million goal already committed. Additional information is available at www.covenantseminary.edu/hopeforthefuture

STRATEGIC PRIORITIES *for* MISSION

As the Seminary looks to the future, there are key strategic priorities the next president will be asked to help shape, refine, and focus resources. These priorities include:



1. Mobilization

To contribute the gifts of gospel focused education, training, and fellowship that the Seminary is conscious of stewarding as the denominational seminary of the Presbyterian Church in America to the mobilization of the worldwide Church in service of a desperately needy world.

2. Training and Equipping for the Future

To boldly take Covenant's distinctives into the future by casting vision, developing strategies, and maintaining a world class faculty of pastor-scholars to train and equip the next generation of pastors and leaders for a Church that will look racially, culturally, and geographically more diverse than today.

3. Flexible Platforms

To continue to support, foster and grow residential education while also positioning the Seminary to better support, foster and grow our rapidly expanding hybrid and online programs in ways that reflect Covenant's commitment to whole-person education and continuing education for pastors and ministry leaders. This positioning must take advantage of the innovation of other learning pathways to better serve and equip the Church in a changing world. Covenant Seminary intends to strengthen its ability to make a seminary education available anywhere in the world through growing its flexible residential, hybrid and online platforms.

4. Cross-Cultural Commitment

To increase Covenant Seminary's cross-cultural commitments by creating formational training programs on Bible and theology, evangelism, church planting, leadership, and other disciplines that bring learners from diverse backgrounds and ministry contexts together for mutual edification, fellowship, and formation.

5. Sustained Faculty Excellence

To recruit and structure our faculty according to the requirements of Covenant's ongoing residential teaching as well as its growing hybrid and online programs, to increase faculty diversity, and to maintain time for faculty research and for continued faculty reach around the world.

6. Strategic Cultural Engagement

To secure and extend the Francis Schaeffer Institute's strategic training and influence expressed through the propagation of the 'Eight Institute Emphases.' In both seminary instruction and institutional life, Covenant Seminary through FSI will continue to equip students to understand the culture in which they live and in which they will lead, enabling them to communicate Christ's gospel with fullness, winsomeness, and competence, while living hospitably and obediently in all the spheres of life.



The PRESIDENT'S ROLE *and* KEY RESPONSIBILITIES

The President reports to the Seminary's Board of Trustees and is responsible for the overall strategic management and policy adherence of the affairs of the Seminary. The President serves as the chief spokesperson and ambassador of the Seminary and embodies its mission, ethos, vision and doctrinal standards. In order to execute his duties well, he must effectively delegate authority to a team of capable administrative officers whom he empowers to execute key functions of the Seminary.

THE PRESIDENT’S ROLE *and* KEY RESPONSIBILITIES *continued*

Partnering with the Board

- As the chief liaison between the Administration and the Board of Trustees, the President fosters a collegial and proactive engagement with the chairs of board committees and the board officers. He ensures accurate and timely information is provided to the Board and its committees and brings matters to the Board of Trustees that are appropriate and necessary to keep trustees fully informed in order for them to fulfill their oversight responsibilities.
- With the oversight and support of the Board, the President has the ultimate responsibility for creating, promoting, maintaining and providing the faculty and staff the leadership needed to meet the objectives of the Seminary in its spiritual, academic, social, ecclesiastical, developmental, and fiscal areas.
- The President leads in the establishment of a vision for the Seminary that is consistent with the Trustees’ understanding of the Lord’s mission. In doing so, he is responsible for cultivating the Seminary’s resources, personnel and programs, for building consensus, and for nurturing the necessary spiritual climate that will make that vision a reality.

Strategic Planning and Fiscal Stewardship

- In collaboration with Seminary administrators and the Board, the President is responsible for supervising the development of the strategic plan for the Seminary to ensure the growth, institutional health, and increasing quality of the Seminary’s instruction and operations.
- The President reports the institution’s ongoing progress in the execution of the Seminary’s strategic plan to the Board of Trustees as directed by the Board Chair.
- Accountable to the Board of Trustees and in collaboration with its Finance Committee, the President oversees the financial administration of the Seminary through the Seminary’s chief financial officer who develops the annual budget with the various departments and is responsible for administering the budget after its approval by the Board of Trustees.
- The President oversees the fund-raising programs of the Seminary in collaboration with the chief development officer to garner the needed financial support consistent with the mission of the Seminary.
- The President encourages the development of programs within the Seminary that enhance revenues or otherwise further the financial viability of the institution while adhering to the Seminary’s mission.

Academics

- The President is responsible to maintain the spiritual health, doctrinal integrity, and community welfare of the faculty and academic staff.
- The President supervises the instruction and all other teaching activities of the faculty through the chief academic officer.
- The President recommends to the Board’s Academics Committee the promotion, demotion, sabbatical leave, and dismissal of members of the faculty after consultation with the chief academic officer.

Organizational Management

- The President oversees and manages the Seminary’s senior administrators (Vice-Presidents, Deans, Senior Directors, etc.). He ensures the members of the administrative team are properly equipped and empowered to perform their duties and are compensated fairly.
- The President ensures the proper delegation and oversight of the Seminary’s facilities and operations.
- The President works through the administrative staff, and with the Board committee chairs, to facilitate dialogue that will enable the Board and the Administration to improve overall performance and accomplish measurable goals for each functional area of the Seminary.
- The President serves as an ex-officio member of all administrative committees. He presides over meetings of the President’s Cabinet and approves, modifies, or disallows its recommendations.

Student and Community Life

- The President ensures an environment that fosters spiritual wellness and growth of the whole person. In collaboration with the Dean of Students, the President also ensures that campus life nurtures and promotes the spiritual, professional, and social qualities in students that reflect the character and purposes of the Seminary.



REQUIREMENTS

for the

POSITION

The next President will demonstrate a strong, personal, grace-centered faith in Christ as Savior and Lord and an unwavering commitment to the authority of Scripture. He must be ordained, or qualified for ordination, in the PCA, be in agreement with the PCA's theological convictions, and possess a terminal degree in a discipline complementary with the Seminary's mission. In addition to these baseline requirements, other important priorities include:

1. Vision

The President will lead in crafting a compelling, clear vision for the future of Covenant Seminary. His commitment to casting and communicating this vision, and implementing a strategic plan to achieve it, will inspire the Board of Trustees, faculty, staff, alumni, and supporters to deepen their commitment to the Seminary's mission.

2. Higher Education Experience

The President should have successful leadership experience within a higher education institution or a significant faith-based organization. He should possess a strong comprehension of current key trends and dynamics driving change in higher education with insights on how to apply this knowledge to ensure the fulfillment of the Seminary's mission.

3. Strategy and Innovation

The President will be a life-long learner with an active intellectual curiosity particularly relating to higher education. He will lead in innovation while valuing the past, engaging fresh strategic thinking, demonstrating critical analytical insights, and inspiring key constituents to engage with and to support the Seminary.

4. Fundraising and Donor Relations

The President must demonstrate a natural ability to build genuine, gospel-centered relationships with current and prospective donors, creating in them a desire to support the mission and ministry of Covenant Seminary. Proven success in fundraising within a nonprofit setting is essential.

5. Cultural Engagement

For the past quarter century, the mission of the Seminary's Francis Schaeffer Institute has been to emphasize the gospel as "true truth" and therefore culturally and personally relevant. In this same spirit, the President will embody the Seminary's ethos in representing and speaking into cultural issues, demonstrating an uncommon wisdom rooted in the Gospel with a grace-centered winsomeness, energy, and a perseverance to be faithful to the Scriptures. He will lead the Seminary forward without engaging in either combative theological pugilism that impairs the unity of the Church or theological minimalism that does not rightly affirm the long-held wisdom of the reformed faith.



DESIRED QUALITIES *and* SKILLS

The next President will be known for his godliness and transparency, possessing a strong work ethic balanced with a healthy focus on his personal and family needs. He will be an engaging communicator, teacher and preacher. In addition to these characteristics, the most desired qualities and skills for the next president are:

1. High Emotional Intelligence (EQ)

The President will lead by example, demonstrating self-awareness, compassion, honesty, respect for others, self-control and humility. He must be able to delegate well to a capable team and empower them to execute with accountability. He must be a leader who continuously develops grace-centered, candid relationships and fosters the same with the institutional stakeholders on and off campus.

2. Organizational Leadership Experience

The President will have a demonstrated track record of recruiting talented people and placing them in the right positions within a capable, cohesive, collegial team, delegating effectively and empowering the team to execute within a framework of accountability.

3. Diversity Objective

The President will value the goal and need of diversity particularly as it relates to women and racial minorities. He will lead in the continued objective of strategically cultivating greater diversity within the Seminary's staff, faculty, board of trustees, students, and partnerships.

4. Board Collaboration

The President will be a proactive and collaborative partner with the Board of Trustees in the shared governance of the Seminary in key areas such as strategic planning and policy development and implementation. He will embrace and promote an institutional culture of accountability and transparency, both internally and externally. Prior experience of collaborating directly with a governing board and its committees is highly preferred.

5. Fiscal Stewardship Experience

Covenant Seminary stewards many resources including staff and faculty, students, scholarship, physical plant, finances, and partnerships. The President will promote transparency and foresight in shepherding these resources well. Demonstrated leadership with stewarding organizational resources, especially the prudent allocation of financial assets, is strongly desired.

The SEARCH *and* SELECTION PROCESS

Dr. David Gyertson (former president of Taylor University, Asbury College, and Regent University), assisted by Bruce Dingman, president of the Dingman Company, Inc., are facilitating the search. This opportunity will be shared with people who might be candidates or who know potential candidates. The search firm will create a list of interested and qualified persons, send out information and, as appropriate, conduct follow-up interviews. Those candidates holding strong promise will be asked to prepare a detailed curriculum vitae and respond to a candidate questionnaire. The search consultants will then conduct interviews with the most qualified candidates. Following those interviews, next steps include checking of candidate's references, verifying degrees, and completion of a series of comprehensive background checks. Maintaining confidentiality is a natural concern for many candidates and will be likewise for the search consultants and the Search Committee.

In collaboration with the Covenant Seminary Search Committee, the list of candidates will be screened and evaluated over the Summer and early Fall, 2020. Following this prayerful period of evaluation and engagement, a select number of finalists will be interviewed in November, 2020. A recommendation to the Board of Trustees and selection is planned during January, 2021. It is the expectation the appointed candidate will assume the role of president on July 1, 2021. The actual start time can be negotiable depending on individual circumstances. **Ideally, each candidate's curriculum vitae will be submitted to the consultants no later than September 1, 2020.**



The SEARCH and SELECTION PROCESS

continued

As a faith-based institution, our client reserves the right to use religious belief and practice as criteria in hiring decisions, as permitted by law. It is the long-standing policy of the PCA that ordination is limited to men as set forth in Scripture. Accordingly, as the role of president for the Seminary must be occupied by an ordained elder in the PCA, applicants must be able to meet this criterion. Our client's policy is to ensure equal employment opportunity without discrimination or harassment on the basis of race, color, national origin, age, disability, marital status, citizenship, genetic information, or any other characteristic protected by law. The Seminary prohibits any such discrimination or harassment.

The Dingman Company, Inc. (www.dingman.com) is a retained executive search firm devoted exclusively to serving clients in matters of executive selection. While some of our assignments are in the corporate sector, due to our Christian faith context, we primarily serve nonprofit organizations who are followers of Jesus Christ.

We fully respect the need for confidentiality of information supplied by interested parties and assure them that their backgrounds and interests will not be discussed with anyone, including our client, without their prior consent, nor will reference contacts generally be made until mutual interest has been established. Reference checking will require the candidate's permission to access third parties. The search consultants and the client will be cautious and sensitive as needed in trying to preserve any candidate's anonymity.

To watch or share a brief video describing the qualifications for this position, visit covsem.co/OpportunityProfile. To nominate a potential candidate for consideration or to submit a detailed letter of interest summarizing your fit with the role, please contact:

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“How then will they call on him in whom they have not believed? And how are they to believe in him of whom they have never heard? And how are they to hear without someone preaching? And how are they to preach unless they are sent?”

ROMANS 10:14-15 ESV



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