



TEXAS A&M UNIVERSITY
SAN ANTONIO



President

LEADERSHIP PROFILE

Winter 2023



Executive Summary

The Board of Regents and Chancellor John Sharp of the Texas A&M University System are conducting a national search for the next president of Texas A&M University-San Antonio (A&M-SA). The president reports directly to the chancellor and is responsible for implementing system policies and effectively leading the institution; sustaining and enhancing the institution's mission and overall operations; and fostering and building upon the existing traditions, distinctiveness, and strengths of the university.

Since its founding as the first upper-division institution of higher education in south San Antonio, A&M-SA has grown from its upper-division roots to its current role as a contemporary, comprehensive, four-year public university that reflects the culturally diverse, heritage-rich community it serves. During this period, the University has impacted lives in south San Antonio and its surrounding communities, providing access to quality education while becoming a catalyst for regional growth, with countless stories of the students, graduates, faculty, and staff who are on a mission to discover, inspire, lead, and create.

Between May 2009 and fall 2017, A&M-SA's enrollment grew more than 340%. Designated a Hispanic-Serving Institution in 2017, the University currently serves over 7,300 students and has graduated more than 15,000 alumni. Through the University's 37 undergraduate and 19 graduate degree programs, students can pursue a wide variety of in-demand fields, such as education, business, information technology and cyber security, criminology, and biology. A&M-SA prepares and empowers students with knowledge and marketable skills that prepare them for rewarding careers, responsible global citizenship, and lifelong learning. As the fastest-growing university in the Texas A&M System and the only A&M institution of higher learning in a major metropolitan area, A&M-SA is quickly expanding to fill its nearly 700-acre campus. Due to the rapid growth, the University's footprint is transforming.

This an exciting opportunity for an experienced leader to continue to advance the impact of a dynamic and growing university that plays a vital role in the lives of the students it serves and its community. The next president will be expected to leverage opportunities afforded by the University's new partnership with University Health; build structures and systems that facilitate future growth and evolution of the University; and actively promote and energetically represent A&M-SA both locally and internationally.

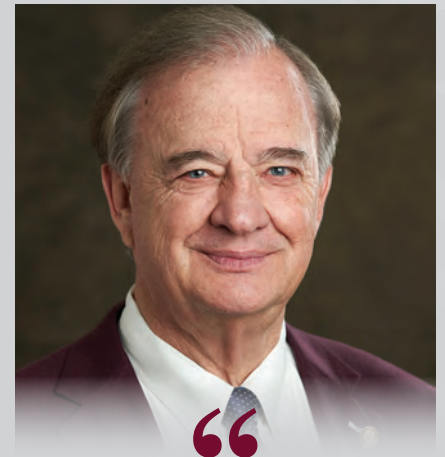
The next president of A&M-SA must have experience leading complex organizations, a deep understanding of higher education, and a passion for the impact a university can have in supporting the advancement of historically underserved communities. The search committee will consider all candidates with significant leadership experience; experience as a tenured faculty member is preferred.

For information regarding how to apply, submit nominations or inquire about the role, please see the section "Procedure for Candidacy" at the end of this document.



Institutions must adapt and change to meet students where they are, and meet their needs. It requires new thinking and different investments.

— *Regent Elaine Mendoza*
Texas A&M University System
Board of Regents



The Texas A&M University System was created to increase opportunities for Texans through high quality education. Texas A&M University-San Antonio exemplifies this mission and will play an increasingly vital role in our efforts in the 21st century.

— *Chancellor John Sharp*



Opportunities and Expectations for Leadership

The next president of Texas A&M University-San Antonio will be expected to address the following leadership opportunities, among others:



Continue to advance A&M-SA's impact on students and its community.

Texas A&M University-San Antonio was created to enhance opportunities and outcomes throughout the region and the state of Texas, including the people and communities of south San Antonio. These communities represent a significant Hispanic population, those who have military connections, and those who have historically been underserved as it relates to educational attainment and socioeconomic advancement. The University's student body is 77% Hispanic, and approximately 60% of students are the first in their family to attend college. A&M-SA has been recognized for its work advancing the success of Hispanic students, including receiving the **Seal of Excelencia in 2021**. The University helps support pathways for local students through the **ASPIRE**

Partnership, which is a partnership with south Bexar County school districts to support college and career readiness close to home. The University provides support for students with financial need through its **food pantry, Career Closet, and student emergency fund**, among other programs. The next president must have a passion for advancing outcomes for underserved students and communities and a vision for supporting and strengthening current programs while also identifying new ways to advance the University's mission. This individual must be deeply engaged in the life of the community to understand the needs and build effective partnerships. Finally, the next president must be accessible, engaged, and encouraging with the University's students.

While south San Antonio is its home and will always be an integral part of its mission, the future of A&M-SA is one that embraces the entire region and state, and attracts students and faculty from throughout the country and the world, bringing the best to study and work at A&M-SA. The next president should bring an ability to help advance that vision.

Leverage opportunities afforded by the University's new partnership with University Health.

Texas A&M-San Antonio and the Texas A&M University Health Science Center recently entered into a major affiliation agreement with **University Health** to enhance accessibility to medical services, promote health education, and advance health equity. This will lead to a nearly \$500 million investment in a new hospital, a newly formed University Health Institute for Public Health, and facilities to support education and health programs at A&M-SA and the local community. These new facilities and programs are intended to enhance services to individuals and families in south Bexar County and the neighboring 22 counties in south Texas. The next president should have the ability to leverage relationships, a shared sense of mission, and alignment in implementing shared goals to achieve the objectives of this agreement as well as identify future opportunities to impact the communities it serves, including exploring opportunities to expand health services for students, faculty, and staff.





Opportunities and Expectations for Leadership

continued



Build structures and systems that facilitate future growth and evolution of the University.

A&M-SA is an exceptionally young institution, having been founded in 2009 as an upper-division institution and enrolling its first freshman class in 2016. Over that time, the institution has grown rapidly and now serves over 7,300 students. While the University has worked to implement many processes to support this growth, opportunities remain to look at the University's structures, policies, and procedures and ensure that they support the current size of the University as well as future enrollment and programmatic growth. The president will play a key role in supporting faculty as the University evolves in its research and scholarly mission. The relative youth of the institution creates a unique opportunity to think about how an institution can be built to best support its mission without many of the ingrained systems and history that older universities might encounter. As such, the president needs to be an innovative systems thinker with the ability to connect policies, procedures, and resources with institutional goals. This individual must be able to effectively and transparently utilize resources in a manner that supports academic excellence and sustainable growth for the future.



Actively promote and energetically represent A&M-SA.

The president serves as the leading spokesperson and representative of A&M-SA and should be a passionate purveyor of the University's mission, vision, and impact. This includes engagement with internal constituents – faculty, staff, and students – as well as external partners at the state, local, national, and international levels. The University plays a key role within San Antonio and surrounding areas – including major city initiatives such as **Ready to Work** – and the president must be deeply embedded in the community, identifying opportunities for further impact and new partnerships. This individual should have the presence and communication skills to effectively represent the institution, but also bring a personal touch, authenticity, and a commitment to accessibility with all constituents.



Professional Qualifications and Personal Qualities

The successful candidate must have experience leading complex organizations, a deep understanding of higher education, and a passion for the impact a university can have in supporting the advancement of historically underserved communities. The search committee will consider all candidates with significant leadership experience; experience as a tenured faculty member is preferred.

Additionally, this individual should possess the following qualifications and qualities:

- A record of building high-functioning teams, empowering individuals to advance the goals of the organization, and a demonstrated commitment to shared governance.
- A leadership approach and vision that can help facilitate the future growth and evolution of a young university, including the ability to think creatively about how structures and systems advance the mission of the institution; a willingness to take risks and be nimble; and skill for effecting change in a fast-paced environment.
- A demonstrated record of positively impacting historically underserved students and communities.
- Evidence of improving student outcomes and the student experience for a diverse student population, including traditional and non-traditional students, veterans, and students representing various and intersecting identities.
- A student-centered approach and a record of being accessible, engaged, and encouraging of students from a diverse range of backgrounds.
- The ability to support the success of faculty in their teaching, research, and service, ideally including a record of success in enhancing research and scholarly activity while continuing to keep a strong focus on teaching excellence.
- Demonstrated success establishing and maintaining partnerships with external constituents that benefit the institution and positively impact the communities it serves.
- The ability to support the success and growth of intercollegiate athletics.
- The ability to represent and build collaborative relationships with constituents outside of the university, including the Texas A&M University System leadership and regents, other institutions within the system, the state legislature, corporations, foundations, and donors.
- A commitment to building a sense of community and belonging among diverse constituents and a record of supporting equity and inclusion throughout an organization.
- A record of effective and efficient management of existing resources, as well as a history of garnering new resources to support the advancement of an organization.
- Exceptional communication skills and the ability to serve as a passionate representative of an institution.
- The highest levels of personal and professional integrity.



TEXAS A&M UNIVERSITY SAN ANTONIO

In May 2009, the Texas Legislature signed Senate Bill 629, which established A&M-SA as a standalone institution. Since its founding as the first upper-division institution of higher education in south San Antonio, A&M-SA has grown from its upper-division roots to its current role as a contemporary, comprehensive four-year public university that reflects the culturally diverse, heritage-rich community it serves. During this period, the University has impacted lives in south San Antonio and its surrounding communities, providing access to quality education while becoming a catalyst for regional growth, with countless stories of the students, graduates, faculty, and staff who are on a mission to discover, inspire, lead, and create.

Between May 2009 and fall 2017, A&M-SA's enrollment grew more than 340%. Designated a Hispanic-Serving Institution in 2017, the University currently serves over 7,300 students and has graduated more than 15,000 alumni. The student body is 66% female, 77% Hispanic, and approximately 60% of students are the first in their family to attend college. Through the University's 37 undergraduate and 19 graduate degree programs, students can pursue a wide variety of in-demand fields, such as education, business, information technology and cyber security, criminology, and biology. A&M-SA prepares and empowers students with knowledge and marketable skills that prepare them for rewarding careers, responsible global citizenship, and lifelong learning. As the fastest-growing university in the Texas A&M System and the only A&M institution of higher learning in a major metropolitan area, A&M-SA is quickly expanding to fill its nearly 700-acre campus. Due to the rapid growth, the University's footprint is transforming. This includes:

- Esperanza Hall, the first residence hall, which opened in fall 2017;
- The Science & Technology Building, which opened in spring 2018;
- The Texas A&M-San Antonio Classroom Hall, A&M-SA's sixth campus building, which opened fall 2020;
- The athletics fields, which opened in spring 2021 with the launch of intercollegiate athletics; and
- The College of Business and Library Hall, which is slated to open in spring 2023.

Additionally, construction of a second residence hall, a campus recreation center, an Educare facility, additional sports facilities, and the next academic building has been approved, and most will break ground in 2023.



In December 2022, A&M-SA held a signing ceremony to **announce a new partnership** with **Texas A&M University Health Science Center** (Texas A&M Health) and **University Health**. The affiliation agreement brings three nationally recognized entities together to co-create and expand education pathways and research opportunities in the high-demand health sciences eco-system for historically underserved communities. The affiliation agreement provides a guiding framework for collaborations among University Health's existing and future community hospitals and public health facilities and focuses on educational and research opportunities that impact Bexar County, adjoining counties, and south Texas, as well as to support the military and veteran community. The new University Health public health facility and hospital development, which will be located at the west entry to A&M-SA's campus, will enhance accessibility to medical services and health education. In 2021, University Health acquired 68 acres to develop a 256-bed hospital by 2027. In July 2022, Bexar County appropriated \$30 million for a public health division facility, slated for completion in 2026. The nearly \$500 million investment in the hospital and newly formed University Health Institute of Public Health will enhance service to individuals and families in south Bexar County and the 22 neighboring counties in south Texas. In addition, The Texas A&M System Board of Regents approved funding to build a \$45 million College of Education and Public Health facility at A&M-SA.

San Antonio has been coined as "Military City USA," and approximately 15% of A&M-SA students identify as military-connected. In addition, A&M-SA is the only Purple Heart University in San Antonio - designation granted by the Military Order of the Purple Heart (MOPH) in recognition of A&M-SA's commitment to honor the sacrifices made by Purple Heart Medal recipients and show gratitude to all veterans for their contributions to defending the freedom of the United States. In addition, the University has been recognized for the establishment of Military Cultural Competence Training. This professional development program for faculty and staff introduces the need for increased cultural awareness and understanding of the transition military members face when returning to civilian life. Patriots' Casa, a nationally recognized facility on the main campus, is A&M-SA's Academic Home for the Brave, a unique venue that sets the University apart, not only as a military-friendly university, but also a university that is wholeheartedly Military Embracing™.

A&M-SA is committed to a culture of community engagement and it prides itself on the collaborative work the University does with its community partners. In order to highlight its efforts, the University is applying for the Carnegie Foundation's Elective Community Engagement Classification, which is awarded to institutions with robust institutional community engagement. A&M-SA is on a trajectory to continue growing as an economic and social catalyst, while also implementing innovative programs to support student and academic success that will become a national model of excellence. The recently established strategic vision for 2040 and the current five-year strategic plan, **Transforming Tomorrow Together**, provide the foundation and direction for achieving these aspirations.



MILITARY EMBRACING

Texas A&M University-San Antonio is proud to be a Military Embracing™ campus community.

At the heart of this philosophy is a commitment to provide focused services to those who have served in our nation's armed forces and their families. The term embracing reflects Texas A&M University-San Antonio's campus commitment to be culturally competent and holistic in the provision of comprehensive support for military students to assist them in integrating to the larger university community. Promoting student success is accomplished by a seamless interface between offices on campus, as well as connection to a thriving resource network of federal, state, and local organizations and businesses. Military Embracing™ - our mission is to serve those who have served.



MISSION

As a proud Hispanic-Serving and Military-Embracing Institution with a predominately first-generation student population, Texas A&M University-San Antonio transforms lives and its community by delivering a quality higher education experience that is accessible and inclusive and by empowering students for academic success, rewarding careers, and engaged global citizenship.

VISION

Texas A&M University-San Antonio will be a rising doctoral-granting university with a robust research portfolio, a national reputation fostering equitable learning experiences and outcomes, and increasing influence as a catalyst for social, cultural, and economic impact.



UNIVERSITY CORE VALUES

We are student centered.

We exist, first and foremost, to serve our students and support their academic success, professional development, and personal growth. We meet our students where they are and are intentional in understanding and serving their needs.

We are equity-minded, inclusive, and respectful.

We embrace individual and cultural differences as a strength of our diverse community, and share in the responsibility to co-create a culture a shared mindset in which each member is accepted, valued, safe, and can thrive.

We are visionary.

We reject the status quo and take an “all things are possible” approach to building a university of the future, embracing innovative ways of thinking and doing.

We are a catalyst for opportunity.

We create transformative, equitable experiences and outcomes for our students, employees, and community. We engage in and support teaching, learning, and research that advance the creation of knowledge, improve our understanding of the world, and effect positive change.

We are collaborative.

We understand the value of working together across disciplinary and organizational lines, and embrace a spirit of collaboration, both within the University and with our community partners.

We are committed to excellence.

We foster a culture of holistic wellbeing, achievement, and excellence, grounded in the honor, integrity, and traditions that are the hallmarks of the Texas A&M University System.



SAN ANTONIO, TEXAS

As the seventh largest city in America and the second largest in Texas, San Antonio offers a unique blend of metropolitan energy and small-town charm, and its residents benefit from no state income tax. San Antonio is home to the San Antonio International Airport as well as nationally known Fortune 500 companies such as USAA, iHeartMedia, and Valero Energy. San Antonio is renowned for its culture blending southern charm with international flair, big-city opportunities, and excitement with small-town familiarity. The area's Spanish founding, its Mexican American upbringing, its Texas pride, and its German influences are all combined in this unique city. The A&M-SA community enjoys entertainment and cultural offerings including the San Antonio Symphony. The San Antonio region offers easy access to a variety of attractions and activities for all ages, including three professional sports teams.





Procedure for Candidacy



All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a letter of interest addressing the themes in this profile and a CV or resume. WittKieffer is assisting Texas A&M University-San Antonio in this search. For fullest consideration, candidate materials should be received by **March 16, 2023**. Application materials should be submitted using WittKieffer's **candidate portal**. Nominations and inquiries can be directed to Ryan Crawford, Christine Pendleton, and Lauren Bruce-Stets at TAMUSAPresident@wittkieffer.com.



The system will provide equal opportunity for employment to all persons regardless of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation or gender identity and will strive to achieve full and equal employment opportunity throughout the system.



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