



UTSA[®]

The University of Texas at San Antonio[™]

PRESIDENTIAL LEADERSHIP PROFILE

The Opportunity

The University of Texas System (UT System) is seeking an exceptional leader to succeed President Ricardo Romo who will be retiring in August, 2017 after 17 years of profound contributions to the University.

"UTSA is a university on the rise to greatness. We are a destination for top-ranked students seeking academic excellence. We have cultivated expertise and made new discoveries in critical research fields. We have gained national recognition and built international partnerships. We have become the preferred university for top-ranked students. We have raised more than \$200 million dollars through our first-ever capital campaign to support our students and faculty. We have generated millions of dollars in economic development and impacted hundreds of thousands of people in our community."

Ricardo Romo, November 2016

Established in 1969, The University of Texas at San Antonio (UTSA) is an emerging research institution with nearly 29,000 students. Over the past decade, the campus has transformed dynamically from San Antonio's hometown commuter university to an internationally recognized institution known for its commitment to academic excellence, attracting scholars whose research is groundbreaking, and attracting increasingly diverse and talented undergraduate and graduate students. UTSA's growth exceeds that of its peers and has impacted all aspects of the University: enrollment, student quality, faculty, facilities, academic programs, academic reputation, research funding, fundraising, athletics and co-curricular activities. The campus community is comprised of diverse students from throughout the United States, many of whom are first-generation college students and veterans and, increasingly, represent countries from around the world. UTSA is accredited by the Southern Association of Colleges and Schools Commission on Colleges and ranked by the Carnegie Classification System as an R1: Doctoral University-Higher Research Activity.

UTSA's next president will need to lead with vision, energy, creativity, and compassion; seize new and promising opportunities; learn from the perspectives of others and develop plans that build on collective strengths and commitments; be entrepreneurial and creative by developing new revenue streams to advance the University's mission; and inspire a sense of shared mission while building on the institution's reputation and resources to take it to even higher levels of academic quality and student success. The qualified and committed faculty and staff are proud of UTSA's accomplishments and its long record of providing students with outstanding academic and life experiences. The new president will be passionate about higher education, the mission of UTSA, and the important social and economic roles that the University plays in the San Antonio region. The ability to articulate UTSA's value and to celebrate its centers of excellence will serve the president well as an advocate for the University on its campus, in the region, and statewide; and as a fundraiser with the University's many and broadly based constituents.

The new president will play a key role in more precisely defining UTSA's uniqueness and will have the depth of management experience required to evaluate its current strategies, operations, and finances and ensure its future successes. The president will devote particular attention to the immediate goals of continuing its impressive progress towards attaining the status of a Tier One research university; securing new resources to enable new strategic investments; shaping an inclusive leadership culture leading to critical strategic decisions;

developing and implementing plans to achieve sustainable enrollment growth, including a particular focus on retention; continuing to improve academic quality; building key internal and external relationships; and infusing enthusiasm and excitement across the University.

For information regarding a nomination or expression of personal interest in this position, please see the section entitled "Procedure for Candidacy" near the end of this document.



The University of Texas at San Antonio – Overview

With three campuses, and an operating budget of \$550 million, UTSA offers students a top-tier education and is one of the most affordable Texas public universities in a major metropolitan area. Students are enrolled in 71 bachelor's, 69 master's, and 24 doctoral programs offered through 10 colleges and schools:

- College of Architecture, Construction and Planning
- College of Business
- College of Education and Human Development
- College of Engineering
- College of Liberal and Fine Arts
- College of Public Policy
- College of Sciences
- Graduate School
- Honors College
- University College

The University's ever-expanding facilities include the 600-acre Main Campus, 125-acre Park West athletics complex, the Downtown Campus, and the Hemisfair Campus, which is home to the Institute of Texan Cultures, a Smithsonian affiliate.

Mission

UTSA is dedicated to the advancement of knowledge through research and discovery, teaching and learning, community engagement, and public service. As an institution of access and excellence, UTSA embraces multicultural traditions and serves as a center for intellectual and creative resources, as well as a catalyst for socioeconomic development and the commercialization of intellectual property—for Texas, the nation and the world.

Vision

To be a premier public research university, providing access to educational excellence and preparing citizen leaders for the global environment.

Core Values

UTSA encourages an environment of dialogue and discovery where integrity, excellence, inclusiveness, respect, collaboration, and innovation are fostered.

Strategic Planning

In Fall 2016, the University published its new strategic plan, *Blueprint UTSA*, to build on the success of the ten-year Vision 2016 strategic plan and guide the University on its continuing journey to Tier One status. *Blueprint UTSA* sets forth five strategic goals for the University:

- We will transform students into successful scholars, global citizens, and leaders.
- We will create scholarly work and research that significantly impacts society.
- We will enrich the quality of life and economic prosperity of the communities we serve.
- We will deliver world-class support and infrastructure commensurate with a Tier One institution.
- We will achieve recognition and esteem as a premier public research university.

The University intends to measure progress of the *Blueprint UTSA* strategic plan through several key performance indicators:

- *Student Success* — enrollment profile, retention rates, graduation rates, student satisfaction
- *Staff Excellence* — positive work environment, customer satisfaction
- *Faculty Excellence* — quality of faculty hires, research expenditures, national scholarly recognition
- *Community Engagement* — visibility and favorable perception, economic impact, endowment, philanthropic support
- *Fiscal Responsibility* — college affordability, administrative cost ratio, space efficiency



Academic Programs

UTSA offers students a top-tier education, with 164 undergraduate, master's, and doctoral degree programs in ten colleges and schools: Architecture, Construction and Planning; Business; Education and Human Development; Engineering; Liberal and Fine Arts; Public Policy; Sciences; University College; Graduate School; and Honors College. The UTSA Honors College provides unique learning opportunities for high-achieving undergraduate students and the Graduate School coordinates graduate education.

The University places a strong emphasis on preparing students to excel in a global economy in any career they choose. UTSA's degree programs encourage the discovery of new knowledge and innovation. Through teaching, research and community outreach, the UTSA faculty play a major role in ensuring that excellence and innovation thrive at UTSA. Attracting these scholars and researchers to the University further builds the top-tier experience that students receive in the classroom and the laboratory.

UTSA employs 1,410 faculty members. Ninety-eight percent of tenured and tenure-track faculty members have doctorates or terminal degrees. Sixty-nine UTSA faculty members hold endowed positions, each funded at \$1 million or more.



Research

UTSA is classified by the Carnegie Foundation as a Doctoral University with higher research activity and has been designated as an emerging Tier One Research University by the state of Texas.

UTSA is a comprehensive academic university, specializing in liberal arts, sciences, and engineering, as well as several professional disciplines, including architecture, business, education, and public policy/administration. UTSA's research strengths include pre-eminent multi-disciplinary programs in cyber security and cloud computing, integrative biomedical sciences, brain health, advanced materials, engineering, sustainable communities, and social and educational transformation. These activities are propelled by strong partnerships with academic institutions, government offices and private-sector organizations across the state of Texas, the nation and abroad. During fiscal year 2016, UTSA's research and sponsored program expenditures grew to more than \$83 million.

UTSA students work alongside leading researchers, as early as their freshman year, to address today's most pressing global challenges. As a result, the number of inventions developed at UTSA by faculty and students has grown dramatically over the last few years and commercialization activity is rapidly increasing.

Economic Impact

According to the most recent UTSA economic impact study, the University generates more than \$1.2 billion in annual business revenue and supports more than 15,700 jobs in the San Antonio area. Approximately 86 percent of UTSA graduates remain in Texas, adding an estimated \$4.8 billion in earnings alone to the state economy. Nearly 70 percent of UTSA's more than a 100,000 alumni remain in the San Antonio metropolitan area.

Community Impact

UTSA makes a significant impact on San Antonio and Texas through public service, outreach, community education, and economic development programs. Last year, more than 13,000 students and more than 3,000 faculty and staff provided services and programs to more than 710,000 people across Texas' south central region.

UTSA's dedication to engaged scholarship, service-learning, and community engagement continues to be recognized. In 2015, UTSA received the prestigious Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching, a nationally recognized designation that affirms UTSA's commitment to engaged scholarship, service learning, community outreach, and other engagement activities.

Giving

Philanthropic support is integral to UTSA's recognition as a Tier One university. It enables UTSA to prepare a highly qualified workforce ready to meet the challenges and opportunities of a global economy. UTSA supports students and faculty across four key areas:

- offering students opportunities for educational attainment through scholarships, fellowships, and programs designed to foster success
- attracting and retaining world-class faculty members and researchers who work side-by-side with students to make new discoveries and create new knowledge
- creating vibrant, world-class campus life so that UTSA's students have fulfilling collegiate experiences and the community is engaged in the campus cultural, academic, and athletics programs
- establishing and advancing centers of knowledge that address pressing global challenges at the community, national and international levels.

UTSA publicly launched its first-ever capital campaign, "We are UTSA" – A Top Tier Campaign, in 2009 with an initial goal of \$120 million. At the close of the campaign in 2015, UTSA had raised \$200 million in gifts and pledges in support of student scholarships, faculty and research initiatives, campus activities, and community outreach programs.

Students

Student enrollment at UTSA during the Fall 2016 was 28,959, including more than 24,000 undergraduates. Another aspect of UTSA's dramatic transformation has been the addition of on-campus residence halls that support the housing and co-curricular needs of 4,500 students.

UTSA prides itself on its diverse student population. Sixty percent of UTSA students are from underrepresented groups. Nearly half are first-generation college students. The University proudly supports almost 2,000 veterans.

UTSA ranks No. 8 in the nation in the number of undergraduate and graduate degrees awarded to Hispanic students, according to the 2016 Hispanic Outlook in Higher Education magazine rankings.

Nearly 70 percent of UTSA students are eligible to receive financial aid including grants, scholarships, loans, and work-study jobs.



Athletics

UTSA has 17 Division I athletic teams that successfully compete at the NCAA's highest level of play. Knowledge of Division I, Football Bowl Subdivision (FBS) Athletic programs, funding, and development and maintenance of facilities is an asset. UTSA students receive free admission to all home athletics events, including football games at the Alamodome. UTSA's football team broke NCAA start-up program records for first-game attendance (56,743) and average attendance (35,521) during its inaugural season in 2011. UTSA joined Conference USA in 2013.



The University of Texas at San Antonio – Growth Highlights

- Expansion from four to nine academic colleges and evolution from a commuter campus to a world-class research institution;
- Record 68 percent growth in enrollment, expansion of academic programs from 91 to 162 and doctoral program growth from 3 to 24 to become a leader in providing access to post-graduate education in South Texas;
- Designation by the Texas Legislature as an emerging Tier One research institution, and advancement toward Tier One status, with more than \$130 million in endowments and more than \$66 million in new external research/sponsored project awards;
- Recognition as one of the top 100 young universities in the world by Times Higher Education based on quality of academic programs, faculty and research;
- Designation of the prestigious Community Engagement Classification by the Carnegie Foundation for the Advancement of Teaching for teaching and research, public service, volunteerism, civic partnerships and economic impact;
- Acclaimed as the leading university in the nation for cybersecurity studies in a survey of the industry experts conducted by the Ponemon Institute, and among the top two cybersecurity programs for graduate students in the U.S. by universities.com;
- Ten-fold growth in the number of endowed faculty positions, from seven to more than 70, to attract and retain world-class faculty and researchers;

- Record philanthropic support with more than \$202 million raised to support student scholarships and faculty endowments in the University's first-ever capital campaign;
- Expansion of the university footprint from 1.8 million square feet to 5.4 million square feet and the acquisition of the Park West Athletics Complex to support UTSA's growing student population; and
- Entry into NCAA football and record setting attendance of 56,743 for first-game attendance and 35,521 for single-season attendance by a startup program.

Additional facts on UTSA are presented in: <https://www.utsa.edu/about/doc/fastfacts2016.pdf>

The University of Texas System

Educating students, providing care for patients, conducting groundbreaking basic, applied and clinical research, and serving the needs of Texans and the nation for more than 130 years, The University of Texas System is one of the largest public university systems in the United States. With 14 institutions and an enrollment of more than 228,000, the UT System confers more than one-third of the state's undergraduate degrees, educates almost two-thirds of the state's healthcare professionals annually and accounts for almost 70 percent of all research funds awarded to public institutions in Texas. The UT System has an annual operating budget of \$17.9 billion (FY 2017) including \$3 billion in sponsored programs funded by federal, state, local and private sources. With about 20,000 faculty – including Nobel laureates – and more than 80,000 health care professionals, researchers, student advisors, and support staff, the UT System is one of the largest employers in the state.

For more information on The University of Texas System, please visit: www.utsystem.edu



San Antonio Region

Located in historic San Antonio, Texas, UTSA has a rich history of cultural diversity and a spirit of hospitality, making it an amazing environment in which to learn, discover, and grow.

San Antonio's economy is focused primarily within military, healthcare, government/civil service, financial services, oil and gas, and tourism. In addition, San Antonio is home to five Fortune 500 companies: Valero Energy Corporation, Tesoro Corporation, USAA, iHeart Media, and CST Brands, Inc.

For more information about the city, please visit:

<http://sanantonio.gov/>

<http://visitsanantonio.com/>

<http://www.sachamber.org/cwt/external/wcpages/index.aspx>

Role of UTSA's President

UTSA's next president will be an engaged, inspiring leader with a demonstrated appreciation for the University's history, mission and core values and an equal passion for its future promise and growth. She or he will engage and communicate effectively with both internal and external constituencies, articulating clearly and persuasively the University's mission and strategic aspirations.

As the Chief Executive Officer of The University of Texas at San Antonio, the President has the primary responsibility of articulating the vision of becoming a leading national research university. The President leads the engagement of the faculty, staff, and students in the implementation of the institution's strategic plan, *Blueprint UTSA*. The President also serves as the primary representative for engaging with the broader community including the UT System Administration, the UT System Board of Regents, Texas political leadership, community leaders, and the general public.

The President should be strongly committed to the principles of shared governance with the faculty and be a champion of diversity and inclusion with the students, staff, and faculty. As Chief Executive Officer, the President must manage the University's resources wisely, working with vice presidents and deans to maximize efficiency and productivity while actively pursuing opportunities for securing new resources. The President should vigorously pursue the University's goal of shaping leaders of the future and providing the people of Texas with educational opportunities of the highest caliber. The President is expected to raise public and private funds and to continue the development of the campus culture and infrastructure.

Specific responsibilities include:

- Articulating and championing a clear vision for the future of the University while developing and identifying its unique identity and strategic opportunities;
- Leading the development of strategies that results in impactful research and scholarship for the benefit of society;
- Overseeing university efforts for ensuring student success is an institutional priority;
- Developing and administering plans and policies for the program, organization, and operation of UTSA;
- Interpreting policy and communicating to faculty and staff;
- Establishing a campus climate of open communication and trust;
- Developing and administering policies relating to students and, where applicable, to the proper management of services to the public;
- Recommending appropriate operating budgets and supervising expenditures under approved budgets;
- Ensuring efficient management of university resources, including business and administrative processes and physical property and infrastructure;

- Assembling and maintaining a qualified and efficient workforce and creating a campus climate of cooperation to further the mission of the University;
- Stipulating the specific duties and assignments of the principal officers reporting to the President and establishing and defining the duties of committees to advise and assist the President in the execution of his/her duties;
- Serving as presiding officer at official meetings of faculty and staff of the institution;
- Developing long-range plans for the programs and physical facilities of UTSA;
- Enhancing collaborations with medical, military, and research institutions, including UT Health Science Center – San Antonio, National Security Agency, Joint Base San Antonio, and Southwest Research Institute;
- Engaging in an active leadership role in developing private funding support for UTSA in accordance with policies and procedures established in the UT System Board of Regents' *Rules and Regulations*; and
- Overseeing plans and policies to ensure that UTSA remains in compliance with any accreditation requirements appropriate to the institution or its programs.

Opportunities and Expectations for Leadership

Beyond the management of a complex academic enterprise, the next President of UTSA will be encouraged to place particular emphasis on several strategic imperatives that will continue to strengthen the University and add value to its students, faculty, staff and community. The President will be expected to develop and implement strategies that support the following initiatives:

Achieving Tier One Designation

Over the course of the past several decades, UTSA has been transformed from a local commuter university into a national recognized public research university. Even with its many accomplishments, UTSA continues to harbor even higher aspirations for future success. Within the past several years, a driving impetus for the next chapters of growth has been the declaration that UTSA should strive to be a Carnegie Classification "Tier One" research university.

These universities have been nationally recognized for excellence in academics and research, and also are proven to be an economic powerhouse for their regions. In 2009, the Texas Legislature recognized the state's need for more Tier One universities by passing House Bill 51, which designated UTSA as one of seven other institutions tasked to achieve this status. To accomplish this objective over the next decade or so, *UTSA 2016 - The University of Texas at San Antonio Strategic Plan*, was developed to detail the steps toward becoming a premier public research university. It is centered on the premise that the road to Tier One status is paved with a focus on world-class research, academic excellence and international reach.

Research Enhancement

With the central objective of growing UTSA's research productivity, the next president will oversee efforts that will improve the research infrastructure (including the University's budgetary model); focus on exploiting key centers of research excellence such as cybersecurity, cloud computing, and biosciences; foster a culture of heightened entrepreneurship and innovation; and enhance collaborations with the Health Science Center and with the San Antonio Life Sciences Institute (SALSI).

Resource Cultivation

UTSA has gained significant traction in growing revenues from its technology commercialization, and this progress needs to continue. On the philanthropic front, the next president needs to build from the success of UTSA's recent \$200 million capital campaign and secure additional resources from individuals, corporations, and other partners. A primary goal here is to increase UTSA's endowment from its current level of \$120 million and increase alumni giving rates (currently 6.8%).

Enrollment and Retention Optimization

While UTSA's enrollment growth has been steady and strong, there is still some softness in its retention and graduation rates. In support of the University's heightened focus on student success, the next president should focus on improving these areas, with the goal of increasing freshman retention rates from the current 70% to 80-90%. This effort should be supported with precise analytics to understand student trends, needs and behaviors, and should also focus on the faculty's role in impacting this through more effective student engagement and advising.

Community engagement

UTSA occupies a place of prominence within the San Antonio region, and the opportunity presents itself for partnerships to be strengthened here and expanded beyond those boundaries. The president should strive to strengthen the University's partnerships and relationships with local business and community leaders, as well as with non-profit, educational and for-profit organizations. Alumni, volunteers and the community will welcome a president who engages them in the life of the institution and who nurtures their commitment to UTSA's success. The role of the president in the San Antonio region's economic and community development will be equally critical.

Outreach and advocacy

The president is looked to as the "face and voice" of UTSA in representing its interests to external partners. The University's ability to build its reputation and resources is directly impacted by the effectiveness of the external advocacy and communications — with the San Antonio region, the legislature, the Governor and state administration, the private sector, donors, and leaders in the surrounding communities. This outreach will need to be even further intensified in the future, as public resources become tighter and the expectations of these internal and external stakeholders become sharper. The next president will need to convey to all stakeholders a clear and enthusiastic commitment to UTSA and to the UT System, possess

knowledge of its strengths and potential, and have the ability to communicate these strengths to others.

Qualifications and Qualities

The president of UTSA will first and foremost demonstrate a living, active commitment to the University's core values and the students it serves. The University is particularly interested in candidates who present the following professional qualifications and personal qualities:

Professional Qualifications

- A terminal degree from an accredited institution is strongly preferred. In lieu of a terminal degree, candidates should have a demonstrated record of successful executive leadership and comparable credentials and/or experiences sufficient to warrant the respect and confidence of the academic community.
- A successful track record in administrative leadership of large, complex organizations, ideally in higher education. She or he must understand and embrace the central role of faculty and students within the University community and be personally engaged in the education process.
- Leadership experience in the world of higher education, preferably at an institution of similar size, scope, and complexity. If the person is from outside academia, he/she must be someone of the highest stature who can appreciate the unique culture of higher education. Familiarity with public higher education and the challenges of tuition dependent institutions.
- Effective working in a shared governance environment. The president will be a visionary leader and will also have experience working with a statewide governing system and board.
- Fundraising capacity and an unrelenting enthusiasm and skill for telling the University's story will be important qualifications. A keen appreciation for all aspects of fundraising, including major giving, annual giving, corporations/foundations, public sector, and growing an endowment.
- Experience in managing the financial and budgeting operations of a complex unit or organization is a prerequisite for this position. Prior financial management experience will provide the foundation for effectively managing all major business aspects of the University.
- Proven capability to build collaborative relationships and partnerships with key strategic individuals and institutions.
- Appreciation for online learning and how to use it to UTSA's strategic advantage. Embraces the power of technology.
- An understanding of the synergies and potential of a multi-campus university.
- Proven experience in attracting and retaining a strong management team, evaluating the current organizational structure, and instituting a culture of collaboration and cohesion.

- Previous experience in – and/or a keen appreciation for – the role of intercollegiate athletics on a major campus, with a particular eye to the financial implications of these programs.
- Experience in transforming an institution; a change agent who has dealt with problems and turned them into successes. The individual must thoughtfully and successfully address the University’s most pressing issues—graduation rates/retention, tuition dependency, union challenges, productivity.
- A personal enthusiasm for being based in the diverse and invigorating community of San Antonio.

Personal Qualities

- A visionary, strategic thinker who possesses stamina, tenacity, determination, and courage.
- Conveys excitement and aspirations for the future.
- Genuine interpersonal skills and a “down to earth” style. The versatility to engage effectively with multiple and diverse groups and individuals.
- Strong communicator, internally and externally – with evident listening skills. A charismatic leader with dynamic presence who will inspire faculty, staff, students, trustees, and alumni. The individual must have a genuine desire to be a visible presence on the UTSA campus and in the San Antonio community.
- A natural relationship builder with proven capacity to unite the faculty and the administration. A bridge builder who can resolve tensions. A leader who embraces and enhances the remarkable diversity of UTSA’s students, faculty, and staff.
- A commitment to diversity and inclusion, including individual action and institutional leadership to advance diversity beyond mere compliance with required standards.
- An individual who will connect to the alumni and increase their level of financial support for the University.
- Strong, decisive leader with excellent judgment and absolutely impeccable integrity.
- Ability to work effectively in partnership with a board of trustees.
- A consultative, collaborative style. A natural ability to resolve difficult issues in a fair, courteous, and dispassionate way.
- A “servant leader” with a personality characterized by self-confidence but evident humility. A leader who takes her/his role very seriously but not herself or himself.

Opportunity Summary

The president of The University of Texas at San Antonio will be presented with the opportunity to achieve the following professional and personal accomplishments:

- ✓ Serve as the president of one of the most unique and diverse public universities in the country, and lead continued transformational efforts that enhance its mission, students, and community;
- ✓ Personally and positively impact the lives and careers of an extraordinarily diverse mix of dynamic students who strive to learn and achieve;
- ✓ Take the lead role in developing a new vision and identity designed to drive excitement, momentum, and growth and make a true difference in establishing the path to UTSA's next century of success;
- ✓ Partner with a dedicated and committed leadership team, faculty and staff who share common aspirations for UTSA's growth and success;
- ✓ Be an active and influential leader in the diverse and vibrant San Antonio community and play a leadership role in shaping the region's further growth and successes.

Procedure for Candidacy

Inquiries, nominations, and applications are invited. Review of applications will continue until the position is filled. For fullest consideration, applicant materials should be received by no later than February 15, 2017. Review of candidate materials will begin immediately with the goal of having the new president in place no later than July, 2017. Candidates should provide a resume or *curriculum vitae*, a letter of application that addresses the responsibilities and requirements described in the leadership profile, and the names and contact information for five references.

This recruitment will move forward with the utmost respect for candidate confidentiality. References will not be contacted without prior knowledge and approval of candidates. Materials should be sent electronically via email to UTSA consultants John K. Thornburgh and Charlene L. Aguilar at UTSAPresident@wittkiewfer.com

Confidential inquiries and questions concerning this search may be sent by email or directed to John K. Thornburgh at (412) 209-2666 or Charlene Aguilar at (630) 575-3706.

The University of Texas at San Antonio is committed to affirmative action by way of providing equal educational and employment opportunities for all persons without regard to race, religion, gender, age, national origin, sexual orientation, disability and veteran status.

Additional Information:

The University of Texas at San Antonio: www.utsa.edu

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from UTSA documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern