

REMARKS
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Convocation 2015
August 20, 2015

Good morning, Good morning, Good morning! I have been positively diagnosed with Welcome Week Fever and I hope it's contagious! I've been here for 7 months and I'm excited to join and welcome the new faces on our faculty and staff— on behalf of the A&M-San Antonio family—we are delighted that you're here. This year we have approximately 5 new faculty, joining us and 26 new staff. You've joined a special team at a special moment in time.

I'd like to take a moment to re-introduce my partners on the President's Leadership Team: Dr. Brent Snow our Provost, thank you for serving as emcee today; VP Mahan and VP Morrison. Darrell just joined us about 7 weeks ago! We are fortunate to have recruited him from the University of Arkansas at Fort Smith. A special thank you to Jennifer Skiver for her great work when she served as the interim Vice President.

Turning to the area formerly known as University Communications, I'd like to introduce Nick Longo and unveil the new and enhanced Jaguar Marketing Company—we are fortunate that Nick has joined the leadership and has brought a wealth of expertise from his diverse background as a veteran, entrepreneur, digital marketing officer and overall business strategist –his stroke of genius is serving our community throughout the world with his business acumen and influence at Rackspace and now as a co-founder of Geekdom enhancing San Antonio's City on Rise tech status and so much more. In his "spare time" and through his social & technical entrepreneurship he has also become an integral

member of our team as a strategic marketing advisor to me and the university's strategic enrollment, branding and marketing role. In a short time, Nick Longo — is proving to be a collaborator, strategic thinker and all around great partner to our campus community---please welcome Nick. Like me and each of you, Nick has fallen in love with A&M San Antonio and I'm grateful to have him with us here today. I'd also like to introduce Marilu Reyna who also serves on the President's cabinet and continues to function as our top leader in university public relations.

I welcome Deans Hurley, Bala and Lopez to stand and be recognized. I'd also like to extend my thanks to Sylvia Medel President of Staff Council and Lorrie Webb Faculty Senate President and immediate past President, Ed Westermann.

Together with the entirety of the President's Cabinet and our governance groups, we are building a strong leadership team to continue to elevate the needs of the university.

Over the summer, I have reflected on the stories, proud moments and positive expressions about our great campus and it has lead me to believe "You have the Power to Change the World" ...I don't say this to be cliché, I really mean this. Stop and think for a moment "Why did you come to work at Texas A&M-San Antonio—what brought you here?" Some of you arrived when the campus was located in portables on the Palo Alto Campus parking lot and some celebrated the step up to Olivares Elementary School, better known as the Gillette Campus! I still hear stories about those miniature restroom facilities! What brought you here? It wasn't to teach or recruit students to make-shift temporary classrooms—I imagine, it was for the aspiration of something bigger than yourself, we aren't reinventing higher education, here we're creating it from the

ground up—I venture to guess you came here because of your educational ideals and to serve in a community where you can truly make a difference. Maybe you came here because it was a wonderful career opportunity to be part of a historic venture—building a campus from the ground up, is a rare feat—in fact only 10 undergraduate public universities have been built since the year 2000 – your contributions are instrumental in building a university of the future you are armed with the best knowledge from brilliant thinkers, scholars and researchers—transcending us into an innovative university that will change the landscape of San Antonio and the great state of Texas. Now combine that vision with overwhelming belief: you believed—you believed that students would attend, you believed in the vision of the A&M Leadership who had the political will to plant the A&M Flag in Southside San Antonio. You came here as builders—you had the foresight and intrinsic inspiration; somehow you could see the future like a picture through your own personal time-travel portal. I know I came here because of the vision shared by Regents Mendoza, Schwartz, Vice Chancellor Hallmark and of course, Chancellor Sharp. I also have personal connections to this community, this neighborhood, this region of the state that yanked at my emotional ties to my family roots. Most importantly, I wanted to be part of A&M-San Antonio because I could feel and see the future alongside all of you. At the start of another academic year as we reenergize and prepare for a new flock of wonderful students--It's important to remember or reflect on why you came here. Whatever the reason was, you chose to come here. The bigger and more relevant question for today is **what keeps you here?** Again in your ecosystem of life choices, there are reasons for where we choose to share our time, our talents and professional expertise, or scholarship, research or creative activities. I hope you

stay because you recognize that you're changing one little part of the world---and as you self-motivate with daily affirmations consider this: you've made the "Right Choice."

Let me remind you, what you already know--- Texas A&M-San Antonio is on the cusp of an audacious endeavor, welcoming a new class of lower division students. The Texas legislature made the right choice—investing in our expansion efforts. We will be greeting future students on their life journey at one critical marker in their Pathway to Prosperity. When I'm in the community sharing the story about our future, I'm telling community and prominent business leaders, that they too made the right choice---some like, Bill Greehey with Valero Energy Foundation, NuStar Energy; Peter Holt with HOLT Cat; Tom Frost with Frost Bank; Lowry Mays with the Mays Family Foundation; HB Zachry with Zachry Industrial and the leadership at Raba Kistner they have generously supported us year after year with their sponsorship for scholarships through the annual Dream Makers Luncheon and to date have raised over \$3.5 Million dollars in scholarships that have been awarded to over 4,000 students which is vital for our scholarship program— and other prominent Aggies provided political support to our legislative delegation to affirm the investment in Texas A&M-San Antonio---

Together, we are building a Pathway to Prosperity. Pathway to Prosperity... you are going to hear me say that a lot today... Since 2009, our institution has awarded a total of 5,634 degrees as an independent university, when we add those awarded via Kingsville—we have awarded another 1,652 degrees for a grand total of 7,286 total degrees awarded—as you well know, degree attainment is another marker in a person's life—a degree awarded from A&M San Antonio is

opening doors that create a Pathway to Prosperity—for our alums, they made the right choice. What's most inspiring to me is when I talk with parents, spouses, partners and alums all over San Antonio they are enormously proud that this great university is here, in San Antonio—A&M made the right choice. It's a constant reminder of why I choose to serve here... I know I made the right choice and I'm confident you have too. Together, all of us in this room and those we have yet to hire---together we are a powerful team, when we take bits and pieces of each others' talents and inject it into our campus DNA —we are unstoppable, our team of builders, we have a unique winning formula and it should affirm that you've made the right choice, at the right time.

Today, August 20, 2015, It may be hard to believe, but we are only 12 months and 3 days; 368 days from welcoming our first class of lower division students and for those traditional first-time college students here on August 22, 2016! They will be the inaugural freshman class. We have much work ahead of us as we develop the Pathway to Prosperity for a new generation of learners from all walks of life—undergraduates and graduates, welcoming traditional first-time lower division students, lower and upper division transfers and graduate students.

This date 08/20/2015 is a critical inflection point both for our university and higher education. From an A&M system perspective we are fortunate to be laying the foundation for the future growth of A&M's expansion into serving Texas and the world. We're not only builders,—we are architects of circumstances and timing—we have this great privilege bestowed on us to develop the infrastructure that will exponentially grow knowledge which translates to impact for San Antonio—the City on the Rise—we are architecting enhanced intellectual capacity

and all the related civic engagement, social justice and creative appreciation and economic impact that stems from an educated individual. Shawna, lets share a video that helps explain the broader context of higher education and its impact on the (Embedded video - *City on the Rise*)

- Today, we have the opportunity to architect the educational experience in a way that can redefine the delivery model of higher education, adopting known high impact practices and join them together in a manner that can contribute to both model practices and the academic literature. What's different about our approach is an implementation, to scale, of blue ribbon practices for educating the wonderful student population that we serve for every student enrolled. We refer to this as the National Model of Student and Academic Success. We are serving a student demographic population that the entire country is studying, analyzing and putting its best minds together to enhance degree attainment and time to degree. You can find pockets of success throughout the country. However, what we're doing is different—it's to scale and it's being designed to impact every student that attends A&M-San Antonio. As our country looks to shifting demographics and the growing needs for the future workforce, San Antonio and our campus in particular is a living learning laboratory of the future demographic shifts—we are part of a network of the San Antonio educational community that is a university model for the rest of the nation—we are not competitors—there is room for all the other publics and private 4 year universities in San Antonio. No other campus is doing what we'll be doing here and no other city, or local university, has the A&M Excellence behind it! Let me remind you about our students and where

they're coming from –64% of our students are female, approx. 60% self-identify they are first in their family to attend college, the avg. age is 32 (although that is shifting downwards) 62% are attending part-time; and 67% of our undergraduates receiving financial aid are fully Pell eligible. 15.8% are from the Armed Services and 67% self-identify as Hispanic. 89% of our students currently commute from within Bexar Country and a full 99% are Texans. 1/3 of our current students and 37% of our graduates self-identify that they reside in the lowest income zip-codes in the city. 30% of our current students and 35% of our graduates self-identify that they reside in the zip codes with the lowest educational attainment. You are making an impact where it matters most!

Immediately after the end of the legislative session, with summer already underway we pulled together a team of outstanding members of our community who came together to undertake work in several key areas **The University Resources Commission &** the Student & Academic Success Task Force committees and the AAC& U Committee). I want to offer a special thank you to each of these groups—they have been empowered to scout and lay the infrastructure for the initiatives before us, they are the early adopters in the architects of change—I'll refer to them as the coalition of the willing—(please stand and be recognized if you've been a part of the team) they have willingly accepted the assignment to begin the concept and design work necessary to implement the National Model of Student and Academic Success. Thank You. Much work is underway, but there are many ramps to join in the implementation

and your input is vital as this will be a campus-wide effort that impacts every department on campus. I'd like to invite Dr. Melissa Mahan to share some insights about these efforts. This video shares the work that they've been up to. Dr. Mahan, please come to the podium.

As we reflect and plan for becoming a comprehensive 4 year university, there is much work to be done,—we are integrating intentional deliberate processes to be the most “student ready” institution in the state impacting our demographic! We're building bridging programs, designing learning communities and planning for experiential learning as a backbone of the high impact practices that will allow our university to scale up campus-wide, industry proven, high-impact research initiatives to catapult our student success. This is part of our initiative to build a National Model. I've challenged Dr. Mahan to focus on building a program that anticipates achieving national level high standards in retention rates, 85% for incoming FTFT and 88% for Transfers. And we won't be achieving success by enhancing selectivity --- we are a public access university and we are positioned to build a model to “meet people where they are” and enhance their pathway to prosperity.

I've also challenged Provost Snow to lead the academic planning process that will create a future generation of degree programs that will focus on supporting the growth and in demand needs for our region and State. This will require taking a fresh look at the programs that were previously contemplated to ensure that they are the right mix of programs for the future at the undergraduate and graduate level—I hear from business & community leaders everywhere I go, that there is a much higher demand and need for technology skills, science, and engineering.

Our graduates should leave us armed with multi-disciplinary critical thinking to meet our workforce and global citizenry needs, or prepare them for success in a competitive graduate school. Our future programs will also be responsive to the evolving needs of the digital revolution—there are innovative forms of degrees that we will elevate in contemplation such as, competency based education, an express lane for our partners at the early college high schools, 3 year degrees, articulation agreements with the A&M agencies, joint-degree offerings and other programs in which we'll invest more resources. We will continue to elevate pilot programs such as hy-flex teaching and hybrid scheduling, which for example this past spring semester, where we offered 6 courses in the mini-mester format with over 130 students enrolled (non-duplicated)! This is nearly double from the previous semester! We will also continue to develop leading programs like the College of Education and Human Development's Ready from Day One program that been producing highly sought after teachers and administrators for today's classrooms! Last week I had the privilege to speak at the Harlandale Convocation and our Jaguar Alumni have definitely taken their place in the ranks of that school district... there was a huge Jaguar growl when I called out the Jaggies in the audience! And so... I've challenged the Provost to shine a flashlight and find all the bright spots in our current academic programs and find ways to continue to build on those in inventive ways--- I challenge each member of our faculty, the academic chairs and Deans to incubate ideas that will catapult our academic curriculum that will place our students on **their** pathway to prosperity. I challenge each of you to be audacious, reach out to your colleagues at our sister campuses and find ways to collaborate or build joint-programs that leverage the excellence of A&M – remember no other A&M campus has the metropolitan

access to the 7th largest municipality in the United States. A&M San Antonio is a pathway to prosperity for the entire A&M system—and we are challenged to be forward looking and inventive—and not constrained by traditional models of higher education, traditional models of delivering instruction and traditional models of teaching and learning. I want to challenge each of you...with this: We have to “Out-Innovate” our way to excellence--we must shed traditional models—we cannot be the best at cost-cutting, or the best at spending or the best at managing expenditures and resources—that won’t move us forward—that’s incremental traditional thinking. We must “out-innovate” our way to excellence as we build the National Model for Student and Academic Success with the most diverse, innovative, strategic thinking that we can muster together. I challenge you all to unleash your creativity and focus your lens on bright spots. As I mentioned earlier, together we’re unstoppable—no one else has what we have to offer, at this moment in time and in this great A&M community and in this incredible City.

So imagine with me, our future---We’re on the Pathway to Prosperity, but we’re also on the pathway to 2019 — Our 10 year anniversary. I want to set the stage for a conspiracy theory—right here with you today, “2019: A Conspiracy of high expectations.” So, 2019—, Conspiracy of High Expectations—get back in that time travel portal and look into the future-- we’ll be hitting high retention rates 88%+, our learning communities are hitting on all cylinders, our students are all successfully empowered and enhancing their social-cultural knowledge in and out of the classroom through experiential learning and co-curricular activities. Our faculty are winning more awards, they’re featured in national and global stages for: teaching excellence, for integration of technology into the classroom, for

success in the humanities, business, science and technical fields—all incorporating varying forms of applied learning. Our footprint will have changed, we'll have even more modern cutting edge teaching and learning facilities, we'll have campus housing, and an honors program, sports, and so much more---for starters. We may even have a new Carnegie classification. Join me in audacious thinking—share the conspiracy theory of high expectations—it will make a difference in the lives of our community and shape the pathway to prosperity.

Now, that we've gone to 2019, let's come back to 2015 and where we are today (12 months and 3 days) to welcoming our new class of lower division students. As you've heard the experience of our students matters, what we do on campus, matters. We will be shifting our internal practices and creating higher expectations, and that starts with each of you—our internal practices, procedures and policies shifting towards a purposeful evolution to higher expectations that will transcend the environments for our students. As a 100% commuter campus, we have to be more focused and intentional in creating reasons and opportunities for students to be on campus—not just a place to drop books when you come to class, but a place where engagement and student activity takes place. I recognize that there is much work is to be done in this area and I've challenged VP Darrell Morrison to take the lead in examining our space utilization and facilities management operations to enhance the wonderful buildings and to enhance our auxiliary operations. In partnership with VPs Snow and Mahan we will continue to enhance services for students, faculty and staff. What happens here matters---the campus experience matters—and as a community I invite your ideas and focus to enhance the on-campus experience.

We are at a place and time where leadership is of the essence and each and every person in this room is part of the campus leadership DNA—every position has a role in what I’ve termed our “campus culture-shift.” Interestingly, the origin of the word culture comes from the Latin word *Cultura* which means growing and cultivation. So we can think about organizational culture like a cultivation medium.

Just last week, I was at the Science Mill with the Provost and other faculty and staff leaders... The Science Mill if you are not aware, is located in Johnson City and offers an interactive learning center with technology-based exhibits. The Science Mill has an impressive STEM mission and it was there we had the opportunity to examine culture mediums while discussing the influence of an interaction with science in at the teen or tween aged student’s process of discovery. It invoked a metaphor, what type of living organisms exist in our culture medium—what are we cultivating on our campus and how are we exposing our students to invoke the combustion of discovery? Campus processes and procedures are a portion of what we have been cultivating in our culture medium—and as we shift we must focus on all the variables that must also shift, and we have groups across the campus tackling this now—you’ve heard about some in the Downward Expansion newsletter and video. A strong culture of student and academic success can mold or shift our collective actions much like a common genetic distribution that is embedded within and steers the automaticity of our behaviors and expectations across our entire campus organizational DNA—guiding our culture towards defined outcomes. As we pull from each of our individual and unique strengths as well as our academic or professional disciplines we’re building a culture that will differentiate our campus. We are building on the wisdom and expertise that

was shared right here on campus during the Student Success speaker series. We're shifting towards a paradigm that incorporates the National Model of Student and Academic Success and integrates our emerging expectations for the students that we serve—this important priority shifts how we think, act and do. We're reminded that as leaders we support each other, to develop and prepare our students and to enhance our community at large.

As part of our learning culture we will focus on enhancing the culture of faculty excellence. I've asked the Provost to lead a conversation across the campus to enhance support for faculty in multiple areas including pedagogy, technology, curricular needs, research, governance development and the full range of faculty services that are needed to support their work. Our internal focus on learning is a natural organizational evolution—with innovation and contemporary thinking. And speaking of innovation... Are you aware of the 24-hour Innovation Center – located right here in the CAB building on the second floor? Well... Sherita Love wants to make sure you are aware of services offered let's take a look at this video!

Sherita has a handout summarizing a recent survey of our current and future technology needs. Thanks to the work at the Innovation Center!

In addition, Provost Snow has recently accepted a proposal from the faculty senate that will go into effect this academic year recognizing Faculty Excellence in teaching, research, and service. I've also asked Karen Gilbert and Darrell Morrison to enhance professional development for staff and managers and together with VP Mahan lead a conversation to create a staff recognition program, as well.

Throughout my career, I have been an advocate of empowerment that encourages strategic decision making and supports leadership at every level in the organization. I am committed to ensuring we invest resources in areas that help us grow professionally and remain inspired about our campus—we are all stewards of this wonderful place—in this great city. With so much serious work ahead of us and many heavy issues in the world, I also want to ensure we have fun at work---we spend a lot of hours on campus and we want your work family to be an enjoyable part of your life. Earlier this summer, I challenged Marilu Reyna to produce an entertaining video that explores each area of the campus and provides a fun and upbeat approach to the new year---she then enlisted the support of one of our proud alumni, Brian Cruz from the Communications Program. Let's see if we can take some of you back to your college days... Big Hair, Rock & Roll... Shawna, Maybe some of them think the 80's didn't exist because there was no Internet – well that was probably a good thing for some! But there was MTV... and everyone WANTED THEIR MTV!

Wow—how about those moves? -- we appreciate all of the campus community coming together to enjoy each other's company and to share their school spirit—thanks to all the Jaguar actors, singers, and dancers who showed a fun and not often seen version of themselves! We just experienced a diversity of song choices—and if you're like me, each song, takes you back to a moment in time --- it's also a subtle reminder that we produce greatness when we all come together drawing from our vast experiences, differing ideas—or in this case creative dance moves. This montage reminds me of the importance of creating an environment that is inclusive of campus systems that are respectful and equitable and as we just saw it leads to excellence. I highly value diversity of thought and ideas that

stems from people of all walks of life coming together to promote respect, equity and dignity for all—as we said our Future’s so bright—we gotta wear shades—well, as a part of our bright future, I intend to launch a campus wide diversity initiative to escalate our quest for inclusive excellence across our campus community and I am happy to report, over the summer, VP Mahan led a group of faculty, staff and students to develop a Safe Zones program. The Safe Zones program is launching this fall and it is included in our welcome week activities. Through education and advocacy, the program seeks to make our campus a more welcoming, safe, and inclusive campus. In addition, as part of the inauguration activities we will host a diversity forum and Provost Snow and I will name a committee to help guide this effort, in mid-September.

Our Future’s so bright---we gotta wear shades---that diddy played in my head for days after our video shoot—and as I think about the academic year that is upon us now, there are many bright spots ahead....so let me share a bit of exciting news with you about #CampusMatters, matters that impact the operations of the university.

It is with great excitement that I share with you that the final design work is complete on our new campus wayfinding program---many of you have talked with me about signage and interior directories We will see the installation of the new signage, later this fall, and on our Zarzamora entrance—the lettering will appear that announces—you’ve arrived at Texas A&M-San Antonio. VP Morrison tells me that he has the interior sign plan and a directory program in development and we will see that this academic year as well.

On another front—we have some exciting news about our email system! We will soon have a simplified new campus designation as **tamusa.edu!** We hope to have this in place by the end of September... I know you all have been waiting! And, more good news... you will now have more options for your naming designation—with flexibility to suit your business and professional needs.

You can now choose a preferred name in our email systems. Allowable substitutions include an appropriate/professional shortened version of your first or middle name such as Jon (Jonathon), Meg (Meghan), etc.. and our own IT leader... probably had himself in mind on this project, Robert S. Stevens will probably use Shawn, his preferred name. If no preference is indicated, your full first name, middle initial, and last name may still be used. Thank you to the IT team for their work on seeing this to fruition!

As we think about creating more opportunities for engagement with our students and the community—I have asked VP Mahan to work with student activities to organize efforts to engage in community wide civic engagement such as the MLK walk, which is one of the largest in the US, and the Cesar Chavez march and others—if your clubs, organizations or class assignments are interested in these, or others please reach out to Melissa Mahan. Students have asked and we've responded to more options for food services there will food trucks at Brooks campus on a pilot basis—I invite you all to check out the latest food frenzy. We will continue to keep you engaged and informed about the Campus Carry Law that will go in effect in August of 2016. Remember WOAI-TV is hosting a Town Hall meeting on the topic next week; another great way for our students to be engaged in topics that may be of importance to them. I'm also ramping up our

efforts to connect with students outside the classroom. Under the leadership of Jaguar Marketing we'll be more deliberate in our efforts to engage socially via multiple mediums with current and prospective students and their families. We'll be reaching earlier and deeper into younger age populations—grooming them towards our campus.

Last spring the student chapter of the Society for Human Resource Management organized a food drive that collected 22,497 pounds of food that was delivered to the San Antonio Food Bank—what a true testament to giving and student activism. Although it is not a subject often talked about, according to the College and University Food Bank Alliance, College students often have limited transportation options and community-based food resources are typically not located close to campuses. College students may be food insecure and are ineligible or uncomfortable seeking services off campus. We know campus-based food pantries provide easily accessible food resources for students. According to the CUFBA, enrollment patterns show that more and more college students are “non-traditional” supporting families and working full-time while attending college. This is a great place for our students to learn about social issues and giving right here on campus with their fellow students. Professor Vicki Elias is already ahead of the game and this year is working with a graduate student to examine food insecurity issues on our campus—we know there's a need in our community—we don't yet know enough about the needs of our students. We will also continue to support the efforts of staff council as they address the needs of our community by coordinating the annual Thanksgiving food drive that help families in our neighboring school districts. And we are considering a thanksgiving

meal celebration on campus for our faculty, staff and students. Again, making an impact where it counts!

Another amazing example of our students' involvement in social issues is the Mother's Against Drunk Driving event Assistant Professor Brenda Rowe and the students of the Criminology Program hosted in April of this year. The event centered around the local community and those in the university community who have been impacted by drunk and drug driving. And last spring semester, the Literature Club's book drive benefited the Sutton Home, our neighbor on the South Side that provides a home and skills for pregnant and parenting teens who have been placed there by Child Protective Services. This kind of support is incalculable... and does not go unnoticed. Thank you all who have taken part and/or are working on many praiseworthy programs tackling important issues of Social Justice and equity in our communities!

We've heard a lot about the National Model for Student and Academic Success — With that, let's turn to some details about staffing plans. Provost Snow is leading an effort to examine and refine the faculty hiring plan—we anticipate that over the next 18 – 24 months we will hire approximately 30 new faculty. With advice from the University Resources Commission, I've also asked the Provost to examine the most modern approaches to faculty recruitment and emerging models that might include faculty clusters or cohort hires also known as interdisciplinary team approaches to research, new degrees or program enhancement. For example, I am fortunate to announce that Chancellor John Sharp has awarded Texas A&M-San Antonio \$800K in funding under the Chancellor's Research Initiative to develop a water research agenda. We have

submitted a proposal to the Board of Regents to establish the Institute for Water Resources Science and Technology. Through this funding we will hire a best in class institute director and 2 post-docs. We will also add to this initiative with campus funding for one new faculty line. With these hires we will develop an innovative market-needs curriculum for water resource management in both undergraduate and graduate areas. Under the leadership of Dean Bala, collaboration is currently being explored across the A&M Agencies and we've successfully hosted two water summits right here at Texas A&M San Antonio that brought water leaders from across the region to advise us on the best strategies to address workforce needs, applied research and critical policy issues. This is an exciting opportunity for our campus and places us at the epicenter of a new degree offering that addresses a market need, not currently addressed by others. I often speak of leveraging the A&M Excellence, well, I also share with the public our need to Leverage our geography—our proximity to SAWS Water Treatment Facility, Vista Ridge and our land mass for field experimentation or demonstration. We will also enhance our opportunities to work collaboratively in an interdisciplinary fashion with existing academic disciplines in all 3 colleges and the A&M Agencies such as Agrilife, TEES and TEEEX. Thanks to Dean Bala for his impressive leadership in this arena.

Another bright spot is the recent award from the National Endowment for the Humanities & the American Libraries Association garnered by Edith Esparza Young—to contribute to “Latino Americans: 500 Years of History” the first award of its kind to our campus.

In addition to faculty hires, Provost Snow will also be recruiting for a FT Associate Provost position and that search will launch in the coming weeks.

We will also be hiring a slate of new staff that cut across Jaguar Marketing, University Advancement, Student Affairs and Business Affairs. As the plans proceed for downward expansion we will be further defining our staff needs. Presently we're adding admissions counselors, communications and social media staff to support our recruiting efforts. We will also add staff needed to support our growth or shift our campus focus. In Business Affairs we are in the process of hiring an Assistant Vice President for Technology Services, this is a critical position to support the downward expansion initiatives.

Last spring, I invited Dr. Peter Smits, a former colleague and now CASE Fellow and consultant with Phoenix Philanthropy to conduct a peer review of our internal operations of University Advancement and Communications. Based on examination and discussions with the President's Cabinet and the University Resource Commission—I've undertaken a reorganization of vacant positions—I am pleased to announce that I will begin a recruitment for a VP for University Advancement that will organize and oversee the philanthropic and external relations of the university. There are presently 3 vacant positions that will be repurposed this allows the redistribution of resources to create a new VP for Advancement and a much needed FT Director of Alumni Relations. This position will be recruited this fall and in place by January of 2016. And with the savings from the reorganization I will create a special fund for initiatives that enhance academic or student success. There are numerous other changes that will occur as the downward expansion plan unfolds and I will ensure that these campus

wide changes are widely shared and that consultation occurs with the various governance groups.

This is also the year to reexamine our strategic plan. I've asked Darrell Morrison to work with me to lead a campus-wide update to our strategic plan, a steering committee will be announced in the coming weeks. Every member of the campus community will be invited to be involved in the planning process. We will also be revisiting the university's master plan to ensure that it is appropriate for our current thinking with downward expansion and academic program growth. VP Morrison will also be leading the campus discussion and examination of space planning for our new Science and Technology facility—and he will begin the exploration of campus housing and other critical student, faculty and staff campus space needs. We intend to break ground in fall of 2016 on the new facility funded with TRB. The downtown Educational and Cultural Arts Center, Centro de Artes got a new name and logo recently. Now under VP Morrison, I am pleased to announce the partnership with the City of San Antonio is included in their budget for renewal. Next we will launch a Faculty Advisory Committee that will help coordinate future programming at the Center. Some new Centro de Artes initiatives are already underway, including a unique project to honor the city's Tri-centennial in 2018! Pick up a postcard with more information on your way out and thank you Darrell and Marilu for your efforts during this successful transition!

A couple of weeks ago, I presented the University's budget plan for the upcoming fiscal year to the Board of Regents and Chancellor Sharp. Our presentation was based in large part on our projected enrollment growth and our increases in formula funding. Last week the Regents adopted our proposed budget which

included an increase in formula funding and an increase in our FTE positions to support downward expansion. I am pleased to report that our merit proposal on a one-time basis, was approved and will be awarded later this academic year. VP Darrell Morrison will be working with the President's Cabinet and the URC on the details of the final plan for FY 16. However, I do anticipate a 2.5% one-time merit pay for all eligible full time faculty and staff, excluding temps, adjunct faculty and student workers. In the future we will be developing a more comprehensive pay plan for staff to be implemented in FY17 and for faculty, I have asked the URC, to work on a merit based proposal that will be reviewed and shared with the senate leadership and ready to launch for FY17. I've also asked VP Morrison to lead a campus discussion on a longer-term merit based proposal for staff and managers, which I anticipate will be based on performance factors and goals established in the performance review process. Although Student Workers are not included, this summer the University agreed to increase student worker salaries based on increasing competition and challenges filling/maintaining student workers on campus.

Just last week we hosted 2 members of the Chancellor's Governmental Relations team to work with us on integrating the formula funding process into our academic planning models. VPs Snow and Morrison will be leading the models and forecasting along with support from the academic deans. You may recall that I shared findings from the Price Waterhouse Cooper report regarding our administrative and academic instructional support allocations. In this year's budget we have reduced our administrative expenditures by 8% from 23% to 15% in part because of internal reorganizations and elimination of positions from within the President's Purview. We will target to lower our administrative costs

to range between 10% – 13% of our overall budget, as we continue to grow. We will also be enhancing our allocations in academic affairs, student affairs and marketing in large part because of the additional funding for downward expansion.

As for enrollment our current targets for fall 2015 are a 2% enrollment increase in Undergraduate Enrollment. We are pleased that currently we are seeing an upward trend in undergraduate enrollment and as of this morning, we are up 9% in Semester Credit Hours and 7% in headcount compared to this time last year... with downward expansion we expect to continue to see positive lower division growth and increases in total semester credit hours — We are aggressively refocusing efforts on enrollment growth and in early September we will begin an official strategic enrollment management process led by VPs Mahan and Snow with support from the academic deans, business affairs and Jaguar Marketing. We have also had a team of campus leaders including myself meeting with each president of the Alamo Colleges, as this continues to be a strong partnership and collaboration for all of our feeder schools. The success and growth of our transfer student population will continue to be an important component of our enrollment growth and plans, along with our new traditional aged students.

Recruiting efforts are also on the forefront of Jaguar Marketing—we are repositioning our brand with Nick as our expert Marketing Strategist with data-driven analytics that will guide our recruitment activities. We also want to empower you all as recruiters! When you are out there in the community and you run into a student who is still on the fence about going to school, Nick says to give them a coupon **for JagSwag...** the Jaguar Marketing Team has them at their

table in the lobby! This will send prospective students and their parents to www.becomeajaguar.com! Anyone who signs up for a campus tour will get a t-shirt and well... Nick believes in SWAG! Ask and you shall receive... The Jaguar Marketing Company wants the city blanketed with JAG SWAG! He also wants you to know that the Jaguar Marketing Company is here for you... for easy access to web development, print and branding tools and resources like the Publications Standards Guide, approved logos and fonts that are located on the Information Share Drive for easy access!

These highlights of #campusmatters are just a smattering of many bright spots around our campus—there are countless more. This morning, I've shared a lot with you, and I'd like to pause for a moment and ask you to reflect and contemplate advice for me and the President's Cabinet. When you came in, you should have received an index sized card that says.... What do you love about A&M-SA? How would you like to receive communications about downward expansion and other critical University News... I'm looking for your advice/feedback. Please take a look at these questions and send in your thoughts to Office of the President. I rely on your wisdom, expertise and front line experience to help guide this great university on the pathway to prosperity and to 2019! As you know, you can always stop by my office, connect with me on twitter, via email or use the SHARE button on our website!

I mentioned earlier that a group of us were at the Science Mill last week, and Dr. Robert Elde, a neuroscientist and Dean Emeritus from University of Minnesota said to us – and I quote “ Do you remember “that moment? That moment when there was a person who gave you confidence, ignited the spark in you to pursue a

discipline or career? a role model of sorts.” That internal ignition simmering, waiting to come alive , comes from a person like each of you in this audience—I sometimes call this hallway mentoring—because it often occurs with innocent discussions or words of encouragement or just being present “in the moment” listening --at a time when someone else was ready to receive what you had to say—you may not even recognize that its happening—it’s easy to allow our focus to shift to other more pressing matters. Well, believe me, it happens... You lead, you inspire, you are the spark that our students need to ignite! It’s a powerful image... and with great power they say comes great responsibility... So, I leave our Jaguar family with nothing less than one of my favorite powerful quotes from the great Maya Angelou—as we start this academic year—bring it to your forefront – you are inspiring that special feeling in a student or colleague—that’s what we’re all about here— Texas A&M-San Antonio... creating a pathway to prosperity for each other.

Have a wonderful semester!