



TEXAS A&M UNIVERSITY  
SAN ANTONIO

## Provost and Vice President for Academic Affairs

### Leadership Profile

Summer 2026



*WittKieffer*

## Executive Summary

Texas A&M University–San Antonio (A&M-SA) seeks a dynamic and experienced academic leader to serve as its next Provost and Vice President for Academic Affairs. As a young and rapidly growing institution, A&M-SA has expanded significantly in enrollment, academic offerings, and infrastructure, now serving nearly 8,000 students. The University plays a critical role in advancing educational access and economic mobility in South San Antonio and surrounding regions, with a strong commitment to serving Hispanic, first-generation, and military-connected students.



The Provost will be instrumental in guiding A&M-SA through its next phase of growth and institutional maturation. Key priorities include developing new academic programs aligned with regional workforce needs, assessing existing programs, and ensuring alignment with the University's strategic plan. The Provost will help lead accreditation efforts and strengthen the academic infrastructure necessary to support continued institutional development. This role requires a leader who can balance innovation with operational effectiveness and regulatory compliance.

Advancing student outcomes is central to the position. The Provost must demonstrate a strong commitment to student success, retention, and achievement by supporting initiatives that remove barriers and foster high-quality

learning environments. Additionally, the Provost will champion faculty excellence by investing in teaching, research, and professional development, while leveraging emerging technologies and pedagogical innovations to meet evolving student needs.

The Provost will oversee a complex academic enterprise and must foster a high-performing, collaborative culture across colleges and administrative units. This includes leading with a data-driven mindset, effectively managing resources, and building strong teams aligned with institutional goals. The successful candidate will possess a distinguished academic background, proven leadership experience, and a demonstrated ability to navigate the changing landscape of higher education with integrity, transparency, and strategic vision.

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.

## Opportunities and Expectations for Leadership

The next Provost will be expected to advance the following leadership priorities, among others:

**Further A&M-SA's growth and evolution.** Texas A&M-San Antonio is a young, dynamic institution that has seen significant growth in students, programs, and infrastructure since it became a standalone institution in 2009. The University has plans to further develop programs to meet the needs of the communities it serves and evolve as an institution, including: health sciences degrees that will support workforce development for a [new, co-located hospital](#) that will serve South San Antonio; engineering programs that address regional needs; and doctoral programs that align with institutional strengths such as education, genetics/genomics, and cybersecurity. The next Provost must have experience in building new programs, as well as a record of implementing best practices to assess existing programs. This individual will need to ensure alignment with the University's strategic plan ([TAMUSA 2030](#)) and with state and Texas A&M University System regulations and expectations. The Provost will also help lead forward the final stages of the University's accreditation reaffirmation process (A&M-SA's reaffirmation report will need to be submitted in 2028).

**Advance student outcomes.** A&M-SA 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 approximately 60% Hispanic, and 67% of undergraduate students are the first in their families to attend college. It has also developed unique programs like [Transition University](#) to support students with intellectual disabilities. The Provost must have a passion for serving all of A&M-SA's students and a record of success in advancing student outcomes.

**Support the success and development of faculty.** A&M-SA has dedicated and passionate faculty who have a deep commitment to students. The Provost will be expected to support excellence in teaching through the [Center for Academic Innovation](#) and other venues. This individual must also bring an understanding of how emerging technologies and changing student needs are impacting faculty in the classroom and ensure they have the necessary tools and training to be effective in the future. The Provost will also work closely with the University's new inaugural Vice President for Research to support faculty efforts in research, scholarship, and creative activity. This individual must be committed to engaging faculty across the institution, including through the University's [Faculty Advisory Council](#), to understand their needs and to identify opportunities to support their work.

**Foster a high-performing, collaborative culture.** The Provost oversees a [large and complex division](#) that includes three academic colleges, graduate studies, the University library, academic support, academic innovation, and institutional research. This individual must be skilled at building and empowering high-performing teams; a collaborative partner with deans, department chairs, and other academic leaders as they navigate complex issues; and a systems thinker with the ability to implement policies, processes, and procedures that allow the University to continue its maturation. The Provost must have strong analytical and financial skills, bringing a data-driven approach to problem solving and resource allocation. They must have experience overseeing faculty and staff and demonstrate success in navigating personnel issues, building a positive culture, and ensuring accountability.

## Professional Qualifications and Personal Qualities

The next Provost must have a demonstrated record of successful academic leadership, a terminal degree, and an academic record suitable for appointment as a full professor at Texas A&M University-San Antonio. Additionally, the successful candidate should demonstrate the following qualities and qualifications:

- Experience building strong leadership teams and providing them with the necessary autonomy to advance their units while also providing guidance, ensuring accountability, and maintaining alignment with broader institutional goals.
- A systems mindset that ensures effective processes and procedures for a growing institution, including the ability to support the evaluation of existing programs and development of new programs.
- Strong analytical skills and a data-driven approach to problem solving and strategic planning.
- Experience managing budgets and resources and ensuring alignment with the goals and strategies of the institution.
- A history of supporting the development and success of faculty in teaching, research, and service.
- A record of successfully improving student outcomes and a passion for the range of students that A&M-SA serves.
- A demonstrated ability to navigate a changing higher education landscape, including state and federal regulations, accreditation standards, student expectations and needs, and rapid technological changes.
- The ability to both advocate for academic affairs while also being a highly collaborative partner with other leaders and units across the University.
- Strong communication and interpersonal skills and a commitment to proactive and transparent engagement with a wide range of constituents.
- The highest levels of personal and professional integrity.





## About Texas A&M University–San Antonio

### Overview

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 leading comprehensive public university, deeply rooted in the vibrant South San Antonio culture. 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%. The University currently serves nearly 8,000 students and has graduated more than 20,000 alumni. The undergraduate student population is 61% female, 58% Hispanic, and approximately 67% of students are the first in their family to attend college. Through the University's 39 undergraduate and 23 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 one of the fastest-growing universities in the Texas A&M University 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 recent construction such as:

- A softball and track & field complex, which opened in spring 2026;
- Estrella Hall, the second residence hall, which opened in fall 2024;
- The Campus Recreation Center, which opened in fall 2024; and
- The College of Business and Library Hall, which opened in spring 2023.

Additionally, construction of a number of facilities is underway, including:

- An Educare facility, expected to open in fall 2026; and
- The Public Health & Education Building, also scheduled to open in fall 2026.

In March 2026, A&M–SA hosted a signing ceremony to [announce a new partnership with Texas A&M University Naresh K. Vashisht College of Medicine](#) in College Station 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 supporting 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, which is 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.

San Antonio has been coined as "Military City U.S.A.," and approximately 15% of A&M–SA students identify as military-connected. In addition, A&M–SA was named a Gold Recipient of the 2025 Veteran Education Excellence Recognition Award (VEERA) by the Texas Veterans Commission. This marks the fifth VEERA the University has received—four of which have been Gold, the highest level of distinction. Gold status is reserved for institutions that provide the most comprehensive and far-reaching services for veterans and their families. 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™.





## Mission

As a proud Hispanic-Serving and Military Embracing™ Institution with a predominantly 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.

## Leadership

### Dr. Salvador Hector Ochoa, President

Dr. Ochoa is the third President of Texas A&M University–San Antonio. He is a highly esteemed scholar and academic leader who is a passionate advocate for student achievement and success. Prior to his appointment as President, he served as the Provost and Senior Vice President for Academic Affairs at San Diego State University.

Ochoa earned his Ph.D. in School Psychology from Texas A&M University in 1989, a testament to his strong ties with the Texas A&M University System. In recognition of his outstanding achievements and contributions to the field of education, he was honored in 2013 with the prestigious Texas A&M University College of Education and Human Development Outstanding Alumni Award.

Ochoa has held significant leadership roles at various universities. He previously served as the Dean of the College of Education at the University of New Mexico and the University of Texas–Pan American, further demonstrating his commitment to fostering academic excellence and growth in diverse educational settings.

As President of Texas A&M University–San Antonio, Ochoa brings extensive experience in fiscal management and oversight, accreditation, assessment, and faculty development. He also has a successful track record of enrollment management and student retention. Throughout his career, Ochoa's research has focused on bilingual psychoeducational assessment and educational programming for Hispanic students.

With his strong background in academic leadership and research, he is poised to lead the University to greater heights, fostering a nurturing and progressive learning environment for students, faculty, and staff. Under his guidance, the University is expected to continue its trajectory as the fastest-growing campus in the Texas A&M University System, leaving a legacy of excellence and impact on higher education.



## 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, and 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. Much of this history is preserved through the San Antonio Missions National Historical Park and the only UNESCO World Heritage Site in the State of Texas. The A&M–SA community enjoys entertainment and cultural offerings. 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

WittKieffer is assisting Texas A&M University-San Antonio in this search. Applications can be submitted through the [WittKieffer Candidate Portal](#). Applicants should submit, as separate documents, a CV or résumé and a letter of interest that addresses the themes outlined in this profile. For full consideration, candidate materials should be received by **September 10, 2026**.

Nominations and inquiries can be directed to the WittKieffer consultants supporting this search:

Ryan Crawford | [rcrawford@wittkieffer.com](mailto:rcrawford@wittkieffer.com)

Natalie Song | [nsong@wittkieffer.com](mailto:nsong@wittkieffer.com)

Bronwen Bares Pelaez, Ph.D. | [bbarespelaez@wittkieffer.com](mailto:bbarespelaez@wittkieffer.com)