



TEXAS A&M UNIVERSITY
SAN ANTONIO

Vice President for University Advancement

Leadership Profile

January 2024



WittKieffer

Executive Summary

Texas A&M University–San Antonio (A&M-SA) seeks an experienced advancement executive and collaborative leader to serve as their next Vice President for University Advancement (VPUA).

Since its founding as an institution of higher education in south San Antonio in 2009, A&M-SA has grown into a contemporary, comprehensive, four-year public university that reflects the culturally diverse, heritage-rich community it serves. During this period, A&M-SA 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. Designated a Hispanic-Serving Institution in 2017, the university currently serves over 7,600 students and has graduated more than 15,000 alumni. As one of the fastest-growing universities in the Texas A&M System and the only A&M institution of higher learning in a major metropolitan area, A&M-SA is quickly expanding to fill its nearly 700-acre campus.



Reporting directly to [President Salvador Hector Ochoa](#), A&M-SA's next Vice President for University Advancement will lead the advancement division and collaborate with campus leaders to advance the university's strategic priorities. Furthermore, the next VPUA will develop a strategic advancement plan laying out short-, mid-, and long-term goals in alignment with the campus vision for its future and in consultation with senior leaders. Overall, the VPUA manages all aspects of development and alumni relations for A&M-SA, from prospect identification to gift solicitation to engagement. In addition, the VPUA plays an important role in maintaining relationships within the A&M system's constituencies to enhance university relations. Finally, the VPUA works closely with community partners, creating opportunities that advance the university's strategic direction.

The incoming VPUA will have a proven track record of excellent leadership in all aspects of advancement across multiple functions and roles. The successful candidate must be able to work with key constituents and stakeholders at all organizational levels and offer strategic counsel. The successful candidate will be resourceful, forward thinking, enthusiastic, innovative, and collegial. Finally, the next VPUA will bring to the role deep experience in successful major gift cultivation, solicitation, and stewardship as well as demonstrated experience in leading, training, and mentoring an effective team.

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.

Role of the Vice President for University Advancement

In support of the educational mission of Texas A&M University–San Antonio, the Vice President for University Advancement reports to the President and serves as the senior advancement officer for the university while supporting the Foundation Board. The VPUA also provides strategic direction, vision and management of the university's overall institutional advancement efforts including annual and major gift fundraising, capital campaigns, and alumni relations. This position is a key advisor to the President and is critical to the current and future success of the university.

The VPUA is responsible for providing leadership for all aspects of the fundraising and philanthropy cycle such as prospect identification, solicitation, cultivation, and stewardship, while also overseeing special events, fundraising communications support, and related advancement services activities that support development goals. The VPUA will also work closely with university leadership to coordinate and prioritize institutional advancement goals and assure the implementation of strategies to advance the university's strategic priorities. Finally, the VPUA is a liaison for strategic initiatives that support community partnerships and philanthropic relationships, creating opportunities and synergy for partnerships or promotions that advance the university's strategic direction.

Currently, seven employees report up to the VPUA:

- Executive Director of Advancement
- Director, Alumni Affairs
- Foundations Relations Officer
- Annual and Athletic Giving Officer
- Development Grant Writer
- Advancement Services Manager
- Administrative Associate

Essential Duties and Responsibilities of the VPUA

- Provide leadership to develop and maintain integrated comprehensive internal and external fund development activities for the university.
- Provide leadership and strategic planning for all university advancement programs, with operational responsibility for leading and coordinating development, advancement services, annual programs, and alumni relations.
- Oversee and lead specific fundraising activities including annual giving, major gifts, corporate giving, planned giving, foundation relations, special events fundraising, campaigns, and related programs.



- Lead the advancement staff and manage individual team member development, training, and evaluation resulting in a motivated, professional, and high-performing team. Serve as a champion of team member morale, motivation, and engagement.
- Provide support and leadership to advancement program volunteers generally and the board of the Texas A&M San Antonio Foundation specifically; work closely with Foundation Board leadership to maintain active engagement in the field of philanthropy and development; keep the President, executive committees, and Foundation Board informed of current trends, issues, problems and activities impacting higher education fundraising; recommend policy positions concerning fund development; and serve as Ex-Officio member of the Texas A&M San Antonio Foundation.
- Provide counsel and support to President's University Advisory Board.



Opportunities and Expectations for Leadership

Working closely with the President and senior university leadership, the next Vice President for University Advancement will engage with the following issues, ideas, and opportunities, among others, at Texas A&M University–San Antonio:

- **Embrace the unique, inspiring culture and mission at A&M-SA as well as its bright future.**

The consistent theme in conversations with faculty, staff, and administrators at A&M-SA is commitment. The entire university community is dedicated to serving south San Antonio, the community's residents, and especially the A&M-SA students from this community who are pursuing, in many cases, the first higher education degrees in their families. Embracing this culture of commitment to the university's mission, south San Antonio, and the students who call it home is critical to the VPUA's success. A primary reason this is critical is that the story of A&M-SA is one that is in dire need of being told to a wider community of potential supporters and friends. First, the VPUA must embrace the history and vision of the university and then help do a better job of communicating that narrative to philanthropists, alumni, and residents of the region to build a bigger audience and base of financial support for A&M-SA's work.

- **Develop and champion a strategic vision and operational direction for the Division of Advancement.**

In the last few years, the Advancement Division has seen its share of change as it continues to build out the processes and approaches that help it to be successful. Now is the opportunity, under a new president and in alignment with strategic priorities, to create a comprehensive advancement strategy that lays out a short-, medium-, and long-term vision for the program. This plan will specify the fundraising priorities, team workplan, and overall strategies and initiatives that will lead to success. The plan will also specifically outline ideas for systematic outreach to new potential donors and a thoughtful, efficient approach to alumni programming that recognizes the youth of the alumni population at this stage. In addition, a key focus will be working closely with the President to refine the list of compelling ideas that will appeal to philanthropists and increase their likelihood of giving. The overall objective will be to create a comprehensive plan covering all major advancement areas that will encourage long-term relationships with alumni, non-alumni donors, and institutions seeking to invest in A&M-SA.



- **Continue to build a professional advancement program with an entrepreneurial spirit.**

A remarkable amount of infrastructure has been developed in the brief time since A&M-SA launched its advancement efforts. Outreach strategies, stewardship policies, alumni activities, and the other building blocks of a university advancement program have been created to ensure a smooth and consistent experience for donors and alumni, and the division has experienced significant success. The new VPUA will have the chance to build on this success and refine current processes so that the donor and alumni experiences will continue to improve. The VPUA will be asked to develop thoughtful and efficient programs and procedures that take into account the size of the team while seeking to be responsive to a vibrant, growing institution with sizeable needs and ambitions. The opportunities at A&M-SA are significant, and the VPUA will also have to remain flexible in order to respond to these opportunities when they arise.
- **Significantly expand the donor base to include non-affiliated individuals and institutions.**

A&M-SA is part of a growing metropolitan area with a mission many residents in the region find attractive. The institution was intentionally built in south San Antonio to serve a diverse student body – both ethnically/racially and socio-economically. The university is clearly, for many of its students, a critical step to economic prosperity and new social and professional horizons. As mentioned previously, articulating this vision to new audiences will be a top priority of the new VPUA, and there are many potential targets of opportunity. The Texas A&M System and its many campuses have a tremendous number of alums in the San Antonio area that A&M-SA can continue to contact and involve. Many Aggies have already become connected to A&M-SA, and those relationships will only grow. In addition, San Antonio philanthropists who believe in A&M-SA's mission offer the chance for the university to expand its contacts and influence new communities. Finally, A&M-SA has already experienced success in attracting corporate and foundation donors to campus, but there are still many more institutional relationships that can be explored. Overall, the new VPUA will have a tremendous chance to expand into new donor territory as they utilize their experience to begin opening these doors.
- **Serve as a player-coach to a dedicated and mission-driven professional staff.**

The Vice President for University Advancement will join a high-performing staff dedicated to the university's mission and eager to continue the evolution of the advancement program. The next VPUA will be an experienced change manager with the ability to create conditions that allow the divisional team to thrive by recognizing and valuing the expertise of the staff while modeling best practices in university advancement. The VPUA will work to remove barriers for the team; provide support; encourage cooperation, transparency, and collaborative decision-making; and represent the needs of the division to the entire institution. Given the many high-profile demands of this role, the VPUA will be a skilled executive with a demonstrated ability to manage human, financial, and organizational resources while mentoring a capable team as it grows to meet A&M-SA's evolving development and alumni relations needs.

Professional Qualifications and Personal Qualities

The successful Vice President of University Advancement at A&M-SA will have a proven track record of leadership in all aspects of advancement and possess experience in managing numerous advancement functions and roles. The successful candidate must have the ability to work closely with key constituents and stakeholders at all organizational levels to provide strategic counsel in university advancement affairs. The successful candidate will be resourceful, forward thinking, enthusiastic, innovative, and collegial. This position serves as a trusted advisor on matters of philanthropy, donor development, stewardship, and alumni relations and serves as a key partner to the President and senior staff. Furthermore, the successful applicant will bring a superb history of major gift cultivation, solicitation, and stewardship as well as demonstrated experience in leading, training and nurturing an effective team.

The VP UA will be able to work effectively within an emerging organization that is establishing its identity and structure. The successful candidate will inspire confidence; eloquently articulate the university's academic values and vision; skillfully advance the mission of the university to external constituencies; and represent the President at community events, and with external audiences. Creativity, vision, charisma, strong presence, responsiveness, honesty, motivation, initiative, and ability to navigate organizational ambiguity are all traits that will be highly valued. A bachelor's degree is required, and a master's degree is preferred. In addition, the strongest candidates will have:

- Seven or more years of progressively responsible experience in the field of advancement, preferably in a public higher education environment.
- Proven track record of securing major gifts, planning campaigns and annual giving programs, working with alumni groups, and developing a strategic plan for advancement.
- Experience in managing director-level professionals within advancement disciplines.
- Experience in organizational growth, team-building, and professional development.
- Strong supervisory and managerial skills and a demonstrated ability to work collaboratively, delegate responsibility, and inspire and motivate staff, alumni, volunteers, donors, and board members.
- Excellent oral and written communication and public speaking skills to effectively represent the university to internal and external constituents.
- Experience as a team-oriented leader with a high level of integrity and diplomacy.
- Experience in working within a start-up and/or developing organization.

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 contemporary, comprehensive four-year public university that reflects the culturally diverse, heritage-rich community it serves. During this period, the university has impacted lives in south San Antonio and its surrounding communities, providing access to quality education while becoming a catalyst for regional growth, with countless stories of the students, graduates, faculty, and staff who are on a mission to discover, inspire, lead, and create.

Between May 2009 and fall 2017, A&M-SA's enrollment grew more than 340%. Designated a Hispanic-Serving Institution in 2017, the university currently serves over 7,600 students and has graduated more than 15,000 alumni. The student body is 66% female, 77% Hispanic, and approximately 60% of students are the first in their family to attend college. Through the university's 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 System and the only A&M institution of higher learning in a major metropolitan area, A&M-SA is quickly expanding to fill its nearly 700-acre campus. Due to the rapid growth, the university's footprint is transforming. This includes:

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

Additionally, construction of a number of additional facilities is underway or planned, including:

- A second residence hall, which is expected to be completed by August 2024.
- A campus recreation center, also expected to be completed by August 2024.
- An Educare facility, the first one in Texas, which will be an early childhood education facility for South San Antonio that will also serve as a training site for education program students.
- Additional sports and recreational facilities.
- College of Education and Public Health that has been approved and will break ground in 2024.

In December 2022, A&M-SA held a signing ceremony to [announce a new partnership](#) with [Texas A&M University Health Science Center](#) (Texas A&M Health) and [University Health](#). The affiliation agreement brings three nationally recognized entities together to co-create and expand education pathways and research opportunities in the high-demand health sciences eco-system for historically underserved communities. The affiliation agreement provides a guiding framework for collaborations among University Health's existing and future community hospitals and public health facilities and focuses on educational

and research opportunities that impact Bexar County, adjoining counties, and south Texas, as well as to support the military and veteran community. The new University Health public health facility and hospital development, which will be located at the west entry to A&M-SA's campus, will enhance accessibility to medical services and health education. In 2021, University Health acquired 68 acres to develop a 256-bed hospital by 2027. In July 2022, Bexar County appropriated \$30 million for a public health division facility, slated for completion in 2026. The nearly \$500 million investment in the hospital and newly formed University Health Institute of Public Health will enhance service to individuals and families in south Bexar County and the 22 neighboring counties in south Texas. In addition, The Texas A&M System Board of Regents approved funding to build a \$45 million College of Education and Public Health facility at A&M-SA.

San Antonio has been coined as "Military City USA," and approximately 15% of A&M-SA students identify as military-connected. In addition, A&M-SA is the only Purple Heart University in San Antonio – a



designation granted by the Military Order of the Purple Heart (MOPH) in recognition of A&M-SA's commitment to honor the sacrifices made by Purple Heart Medal recipients and show gratitude to all veterans for their contributions to defending the freedom of the United States. In addition, the university has been recognized for the establishment of military cultural competence training. This professional development program for faculty and staff introduces the need for increased cultural awareness and understanding of the transition military members face when returning to civilian life. Patriots'

Casa, a nationally recognized facility on the main campus, is A&M-SA's Academic Home for the Brave, a unique venue that sets the university apart, not only as a military-friendly university, but also a university that is wholeheartedly Military Embracing™.

A&M-SA is committed to a culture of community engagement, and it prides itself on the collaborative work the university does with its community partners. A&M-SA is on a trajectory to continue growing as an economic and social catalyst, while also implementing innovative programs to support student and academic success that will become a national model of excellence.

Mission

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

Vision

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

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 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 with small-town familiarity. The area's Spanish founding, its Mexican American upbringing, its Texas pride, and its German influences are all combined in this unique city. The A&M-SA community enjoys entertainment and cultural offerings, including the San Antonio Symphony. The San Antonio region offers easy access to a variety of attractions and activities for all ages, including three professional sports teams.

Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a letter of interest addressing the themes in this profile and a CV or resume.

WittKieffer is assisting Texas A&M University–San Antonio in this search. For fullest consideration, candidate materials should be received by **March 8, 2024**. Application materials should be submitted using WittKieffer’s [candidate portal](#).

Nominations and inquiries can be directed to Greg Duyck and Jevon Walton at TAMUSA-VPUA@wittkieffer.com.

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