

Fall 2022

FSS Essentials



FSS Vision:

*Outstanding Support
and Service: Making a
Difference at Texas State*

Eric Algoe
Vice President

Cristine Black
*Associate Vice President, Budget and
Planning*

Darryl Borgonah
Associate VP, Financial Services

Matthew Carmichael
Director, University Police

Carole Clerie
Assistant VP, Human Resources

Dan Costello
Associate VP, Facilities

Wendy McCoy
Director, EHSREM

John Root
Director, Auxiliary Services

Valarie Van Vlack
Assistant Vice President and Treasurer

LETTER FROM THE VICE PRESIDENT



For the first time in over 20 years, Texas State University has a new President. We thank and honor Dr. Denise M. Trauth for her incredible legacy while we stoke our excitement as we welcome Dr. Kelly Damphousse. In order to help everyone get to know Dr. Damphousse, or simply Kelly as he prefers to be called, we are sharing an excerpt of his convocation address from August 19th as he welcomed back faculty and staff to our

new, and his first, academic year.

"Since I started as president in July, I've experienced many firsts. My first meetings with students, faculty, staff, and alumni. My first visits to our impressive facilities all over our campuses in San Marcos and in Round Rock. My first time trekking up those Alkek stairs in the summer heat – followed quickly and wisely by my first golf cart rides across the San Marcos Campus. I also had my first commencement ceremonies. And today, my first Convocation.

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DATES TO REMEMBER

October

- Oct 1
 - International Day of Older Persons
- Oct 2
 - International Day of Non-Violence
- Oct 3
 - World Habitat Day
- Oct 3
 - Child Health Day
- Oct 5
 - World Teachers' Day
- Oct 7
 - World Smile Day
- Oct 10
 - Indigenous Peoples' Day
 - World Mental Health Day
 - Texas State World Mental Health Day 5K
- Oct 10
 - Indigenous People's Day
- Oct 13
 - Navy Birthday

- Oct 17
 - Boss's Day
- Oct 24
 - United Nations Day

- Oct 31
 - Halloween

November

- Nov 1
 - All Saints' Day
- Nov 1
 - World Vegan Day
- Nov 2
 - All Souls' Day
- Nov 6
 - Daylight Saving Time Ends
- Nov 10
 - Marine Corps Birthday
- Nov 11
 - Veterans Day
- Nov 13
 - World Kindness Day
- Nov 14
 - World Diabetes Day

- Nov 24-25
 - Holiday – Texas State Thanksgiving Break

- Nov 24
 - Thanksgiving Day

- Nov 27
 - First Sunday of Advent

- Nov 28
 - Cyber Monday

December

- Dec 1
 - World AIDS Day
- Dec 3
 - World Day for Persons with Disabilities
- Dec 5
 - International Volunteer Day
- Dec 7
 - Pearl Harbor Remembrance Day
- Dec 9-10
 - Texas State Commencement
- Dec 10
 - Human Rights Day

- Dec 12
 - Feast of Our Lady of Guadalupe

- Dec 16
 - Ugly Christmas Sweater Day

- Dec 19
 - Chanukah/Hanukkah (first day)

- Dec 19-30
 - Holiday – Texas State Winter Break (Dec. 19-22 EC Days)

- Dec 24
 - Christmas Eve

- Dec 25
 - Christmas Day

- Dec 26
 - Chanukah/Hanukkah (last day)

- Dec 26
 - Kwanzaa (first day)

- Dec 31
 - New Year's Eve

AND THE WINNERS ARE...

2022 FSS Customer Service Award Winners

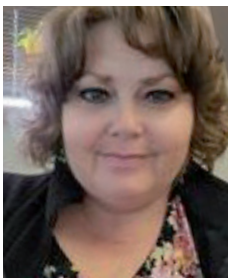
George Ferrer – Custodian, Custodial Operations

Daphne Helms – Buyer III, Facilities Management

Veronica Maldonado – Administrative Assistant III, Student Business Services & Bursars

Daniel Moran – Supervisor, Technical Services, Utility Operations

Selma Selvera – Human Resources Representative, Human Resources



Daphne Helms



Veronica Maldonado



Selma Selvera

SPOTLIGHT ON BUDGET AND PLANNING

With recent restructuring in the division, the Finance and Support Service Planning Office is now the Budget and Planning Office. In addition to overseeing the Office of Budgeting, Financial Planning & Analysis, the Budget and Planning Office will be involved with the coordination of programming activities for major renovations and new construction projects, space allocation and renovation, the maintenance of the facilities inventory, the development of campus maps, real estate support services, and the review process for FSS policies and university policies related to FSS.

Space Renovation/Construction

The office coordinates with divisions, units, and colleges across all university properties to evaluate the need for renovation and implement them according to the unit's needs and funding availability. This requires extremely collaborative work with the Facilities Planning Committee, Facilities Operations, Utilities Operations, and Facilities, Planning, Design, and Construction as well as with the requesting units and departments.

Real Estate

Newer projects may require the acquisition of land or real property, or the leasing of facilities. The Budget and Planning office manages the real estate projects for the university, overseeing the acquisition and sale of land and property as well as managing rental properties owned or leased by the university. Another aspect requires intense coordination with the City of San Marcos, The Texas State University System, and other agencies to develop easements, legal agreements, utilities contracts, and other documentation and agreements between the City, Board, and university.

Facilities Inventory

As spaces on our campuses are developed, the Budget and Planning Office must maintain inventories and campus maps that reflect these projects. The Facilities Inventory Coordinator conducts continuous audits of the almost 8.7 million gross square feet across the San Marcos and Round Rock campuses, STAR Park, Freeman Ranch, and University Camp. These audits also include analyzing the space use efficiency of our classrooms and class laboratories for reports to The Higher Education Coordinating Board and updating campus maps to reflect real-time information such as road closures and in-progress construction.

Policy Review

FSS has the largest number of policies of any division with over 164 active policies. Each of these policies, which act as the legal backbone of divisional and university procedures and practices, must be continuously reviewed and published. This effort requires cohesive collaboration between divisional representatives, Institutional Effectiveness, senior and sub-reviewers, Business Services Council, and the President's Cabinet.

STAFF SCOOP



Mackenzie Mitchell (EHS Specialist in Environmental, Health, Safety, Risk and Emergency Management) has announced her engagement to Eric Prahl. The wedding is set for April 1, 2023, April Fool's Day.

MacKenzie says that "It is no joke!" is the wedding theme!

UPD Sergeant **Daryl Ferris** graduated from the University of Texas Permian Basin this past August. Sgt. Ferris earned his Bachelor's degree in Criminal Justice with a minor in Psychology.

He will be pursuing his Masters in Criminal Justice Administration. Congratulations!

MEET OUR NEW TEAM



Ashley Eicher
Cadet Trainee
University Police

Ashley Eicher was born and raised in New Braunfels, Texas. She worked for the Texas Department of Criminal Justice Parole Division for 7 years. She graduated in 2015 with a bachelor's degree in criminal justice from Texas State university. She has 2 beautiful children whom she adores

and is obsessed with. She is currently hooked on reading books. She hates being cold and would much rather be outside in the sun playing basketball or riding bikes.



Ramsey Ruvalcaba
Guard
University Police

Ramsey Ruvalcaba was born in Brownsville, Texas but has lived in Houston for most of his life and loves everything about the city. Since a kid, his favorite hobbies include watching anime and building various things in his spare time. He's even gone as far as teaching

himself how to build computers. Ramsey is also currently a student and will soon receive his B.A. in psychology. Once finishing his degree, he plans on taking additional classes in the spring to prepare for medical school in the near future.



Virginia Sierra
Systems Support Specialist I
Human Resources

A native of San Marcos, Virginia comes to TXST from the Hays County Information Technology department where she worked for 31 ½ years. She has been married to her husband Tony for 37 years. She has four adult children, Christopher, Jacob, Emily and Kaitlyn. In her free time,

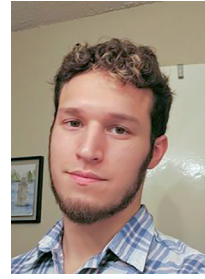
she volunteers at her church, enjoys rides with her husband on his Harley motorcycle and spends time with her two beautiful grandsons Nathan and Jax. She has lived in San Marcos all her life and loves the small town feel.



Sheridan Tate
Cadet Trainee
University Police

Sheridan was born in San Marcos but grew up in Gonzales and is a proud Texas State Alumni with a bachelor's degree in Criminal Justice with a minor in Forensic Psychology in December 2021. Sheridan completed her internship with the TXST University Police (UPD) in December,

joined in June as a Police Cadet and is headed to the Police Academy in October. In her free time, she enjoys road trips, going to the river to tube or kayak, sporting events, movie nights and spending time with family and friends. She loves animals and has 2 dogs Dolly (Dachshund) and Ozzy (Lab Mix).



Jeffrey Testa
Systems Analyst II
Facilities Management

Jeffrey has lived in Texas for 8 years, having previously lived in Wisconsin and Illinois. He received his associate degree from Navarro College before moving to San Marcos 4 years ago. His two main hobbies are

building computers and working on his '82 Firebird, but he also spends his free time writing, producing music, and capturing astrophotography pictures.

Alyson Cruz
Administrative Assistant II
Facilities Operations

Esteban Garcia
Accountant II
Accounting Office

Rodrigo Gonzales
Manager, Transit Operations
Transportation Services

Jimmy Hodge
Officer
Parking Services

Haley McClaran
Police Officer
University Police

Nicole Moses
Buyer II
Procurement & Strategic Sourcing

Levi Norton
Plant Mechanic
University Operations

Scott Polly
Plant Operator
University Operations

Sandra Rodriguez
Inventory Control Clerk I
Materials Management & Logistics

Rusti Wade
Systems Analyst I
Treasurer's Office

BOBCAT CHATTER

What skill would you like to master and why?

Todd Engram
Coordinator, Facilities Inventory
Budget and Planning

"Figure-skating.

I believe folks my age and stature are underrepresented in the figure-skating world."

Ricardo Crespín
UPD Fleet Coordinator
University Police

"I'm jack of all trades and a master of none but if I could choose a single skill to master it would be residential electrical repair. I have a growing list of repairs and updates for my own home which I wish I could do myself and it would also be great if I could help others and get paid for it.

Eric Algoe
Vice President for Finance & Support Services
Finance & Support Services

"Playing guitar. All four of my brothers are musicians but I have zero music ability. Plus I own three guitars that are a daily reminder of my failings!"

LETTER FROM THE VICE PRESIDENT

...Continued from page 1

On my first day on the job, I met with incoming freshmen and their families who were attending New Student Orientation. I told them I had the first day jitters. I shared that for two reasons: first, because it was true.

The evening before, I couldn't sleep, so I left my house around 11 o'clock and thought I'd drive around campus and contemplate the moment before me. I decided I would try to drive over to Old Main and park in front of it to contemplate. I discovered what you already know—that you can't just drive up to Old Main. It took me almost an hour to discover that. I eventually found myself standing in front of The Vaquero statue as the clock struck midnight. Standing in the glow of the lights shining up on Old Main, I contemplated the monumental task before me. Like many leaders, if they are being honest with you, I wondered to myself: "Can I do this?" Out of the corner of my eye, I noticed a shoe-polished note in a window left by an unknown person earlier that year that simply read, "You belong here." I will

never forget that moment and that note – which was written for any number of reasons besides me – as long as I live. In that moment I was reminded that I belong here.

The second reason that I shared my first day jitters with them was because I wanted them to know it is okay to feel a bit nervous when you're starting something new. Like our new students, you may be feeling some jitters as well today. You and I are also starting a new chapter in our lives. In addition to beginning a new academic year – beginning anew that familiar, annual cycle of a fresh start and the promise of cooler weather, which I'm told will arrive eventually – you also have a new president. I know that any change, even good change, can be unsettling.

This university has been blessed by tremendous leadership over its history. For the past 20 years, President Denise Trauth nobly led this university as it grew in ways that her predecessors could scarcely have imagined. That is why it is so humbling for me to stand

before you today.

Before reminding us of our many accomplishments of the past year and sharing my vision for the future of Texas State University, I thought I'd share with you three values that shape who I am and how I lead. I hope that hearing them will help alleviate a few of your jitters, and perhaps some of my own as well.

First, I believe that you belong here too. No matter where you serve or how long you have been here, you matter. Texas State believed in you when we brought you into our fold. And we believe in you now as we chart our future course together. We chose you to help build the future Texas State University. For the past several months, I have watched the way you serve our students and how you serve each other, so I know you believe that they belong here too.

Second, your voice matters to me. I have never forgotten my experience as a dean at a former institution when a group of students walked

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THANK YOU

Veterans Day - November 11, 2022

ACCOUNTING OFFICE

Annette Campos

BUDGETING, FINANCIAL PLANNING & ANALYSIS

Cleve Thorn

CUSTODIAL OPERATIONS

Bruce Banks
Fermin Torrez

ENVIRONMENTAL HEALTH, SAFETY, RISK, & EMERGENCY MANAGEMENT

James Frye

FACILITIES

Daniel Costello

FACILITIES MANAGEMENT

Adam Gonzales
Christina Lopez
Brian McKay

FACILITIES OPERATIONS

William Brymer
Pablo Garcia
John Hunnicutt
Dario Mendoza
Gilbert Morales
Ruben Salas

Stephen Sanders
Michael Shearer
Buddy Williams, Jr.

GROUND & WASTE MANAGEMENT OPERATIONS

Albert Gomez
Becky Johnson-Cronk

MAIL SERVICES

Daniel Hurtado, Jr.

MATERIALS MANAGEMENT & LOGISTICS

Cathleen Dane
Frank Gonzalez

STUDENT BUSINESS SERVICES & BURSARS

Rita McMahon

TRANSPORTATION SERVICES

Janet Beltran
Glenn Broome, Jr.
Jose Guerrero
Wendell Harris

UNIVERSITY POLICE

Patrick Cochran
Hector Conde
Andrew Flynn
Jimmy Hicks, II
Roscoe Hughey
David Michaud
Tad Palmer
Christopher Sanchez
Carrie Solitto
Sue Taylor

UTILITY OPERATIONS

Neil Bascos
Charles Chiddres
Gregory Hode
Lance Johnson
James Norton
Christopher Olivares, Sr.
Terry Pittman
Juan Romero
Carl Teague, Jr.
Norman Thormahlen

VICE PRESIDENT FINANCE & SUPPORT SERVICES

Eric Algoe

CATS COOKING

SERVINGS: Makes 35 - 3" pancakes

Nutrition Facts per 3" Pancake:

- Calories: 47
- Protein (g): 22
- Fat (g): 1
- Carbohydrate (g): 9

Ingredients

- 1 ½ cup teff* flour (or whole wheat flour)
- 1 tablespoon baking powder
- 1 tablespoon pumpkin pie spice
- 1 teaspoon ground cinnamon
- ½ teaspoon fine sea salt
- 2 eggs, lightly beaten
- 1 cup pumpkin puree, canned
- 1 ¾ cups milk or milk alternative
- ½ cup plain Greek yogurt
- 2 tablespoons honey (maple syrup or agave will work well here too)
- ½ cup currants, raisins, or dark chocolate chips
- Oil or butter for greasing the pan

*Note – Teff flour is a cereal grain from Ethiopia and Eritrea in Africa. It is a popular substitute for whole wheat flour because it is naturally gluten free and high in protein, fiber, and calcium.

Instructions

1. In a large bowl, whisk together the flour, baking powder, pumpkin pie spice, cinnamon, and salt.
2. In a separate bowl, whisk together the eggs, pumpkin puree, milk, yogurt, and sweetener. Pour over the dry mixture and stir until just combined.
3. Fold in the currants, raisins, or chocolate chips. For best results, you may store the batter in the fridge overnight or use the batter when done mixing.
4. Heat a griddle or pan over medium-low heat. Use a brush or paper towel to lightly coat the pan with oil.
5. Ladle a heaping tablespoon of batter into the hot pan. Pour pancakes, leaving enough space between for easy flipping. Cook the pancakes on one side until the bottoms start to brown, 1 ½ - 2 minutes. Flip the pancakes over and cook on the other side until nicely browned and cooked through (~ 1 ½ - 2 minutes). Continue with remaining batter and add more oil, if needed.
6. Serve immediately, with toppings of choice. Cool completely and store leftovers in the freezer.



Recipe adapted from:
Run Fast Eat Slow Cookbook, Shalane Flanagan and Elyse Kopecky

Butter Pecan Syrup



Ingredients

- 1 1/2 cup pecan pieces
- 1/2 cup salted butter - For unsalted butter, add in ¼ teaspoon salt.
- 2/3 cup buttermilk
- 3/4 cup brown sugar
- 1 teaspoon vanilla
- 1 teaspoon baking soda

Instructions

1. Use a pan which can hold about 8-10 cups of water. The syrup will bubble and foam and almost quadruple in volume.
2. Add pecans to a pan and heat over medium heat. Stir frequently to prevent burning. Cook for 4-5 minutes. They are done when you can smell a toasted pecan smell.
3. Add in the butter, buttermilk, and brown sugar. Mix well and continue to cook, stirring occasionally until the syrup boils. Remove from heat.
4. Add vanilla and baking soda right away. Mix. This will bubble and foam, but it will go down as it cools.
5. Use immediately or let cool to room temperature and store in an airtight container in the fridge. Reheat on the cooktop or microwave.

Recipe adapted from:
<https://aredspatula.com/ihop-butter-pecan-syrup-copycat/>

Do you have an amazing recipe you would like to share? The FSS Newsletter committee would love to hear from you! Send your recipe and pictures to VPFSS@txstate.edu to be included.

OFF THE CLOCK

William “Shorty” Schwartz

Construction Contract Administrator – Facilities Operations



The evolution of team roping dates back to the 1800's when California vaqueros used this technique to herd cattle across the west. These cowboys developed team roping techniques when they had to catch and restrain calves for medical purposes, or for tagging or branding calves. Back in the day, cowboys took pride in their lightning speed of restraining steers and this soon became a contest of who was the fastest

roper in the west. Team roping is one of the few rodeo events that evolved from cowboys' handling cattle on the ranch. This sport shows off the skills between two ropers (a header and heeler) and the relationship between their horses.

Shorty's passion has been in the team roping world for over twenty years. His interest in the sport began when he was in Junior High taking an equestrian arts class with his Texas History teacher. Shorty said that it is a fun sport but very difficult to master. He spends hours in the practice pen perfecting his technique. This is a sport in which the rider



builds a close relationship with his horse. Shorty has worked with five horses over the years; he bought his first horse in 2002. He has two horses now that he rides and practices on, one horse is ready to rope on (Ray), and his other horse he trains to get to that point (Fig). He has a retired rope horse (George) that he just rides around his place.



Shorty is the header on the team which means that he and his horse are first to chase the steer when it is released into the arena. His objective is to rope the horns. After he has roped the horns, and setting up for the heeler, his partner's job is to rope the back legs of the steer. Teams are ranked based on the time of the fastest ropers. He participates in roping events just in Texas which are about two to three hours from home.

Shorty has also won three buckles in his team roping career. When asked what he enjoys the most about team roping, his response was "Winning, of course! Lol. I enjoy the "partnership" I develop with the horses I've owned. They are as much a part of my success I've experienced as anything. I enjoy the people I've met through the years. Riding horses, training them and getting them to respond to my cues is very rewarding and if all things line up, we can be successful."



OFF THE CLOCK is a section in the newsletter that showcases an interesting fact about a staff member in the FSS division. Did you publish a book, do you have a hidden talent, do you have a unique collection, or do you have an interesting hobby (just to name a few suggestions)?

We welcome any information you would like to share in the newsletter!

LETTER FROM THE VICE PRESIDENT

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across campus with red duct tape across their mouths with the word “Unheard” written on it. They were crying out for campus leadership to listen and to act. Engaging with those students as a dean in one-on-one small group sessions and listening to their concerns was an experience I’ll never forget, and it shaped me as a leader. It inspires me to this day to ensure all voices are heard.

I cannot promise to solve every problem or concern you are facing. But I pledge to do everything I can to ensure that you are heard, and then, when possible, to turn that hearing into action. Indeed, I have already started working with my leadership team to respond to issues that have come to my attention this summer. I am anxious to continue our efforts to make Texas State the best possible place to serve, to live, to discover, and to learn.

Third, I cannot do what needs to be done alone. A couple weeks ago, I was in the LBJ Library and I stumbled across two quotes that seem appropriate for this moment. The first was a little sign on Lady Bird Johnson’s desk that simply read, “Can Do.” The second was a quote from LBJ himself – one of our alumni – that read, “There are no problems that we cannot solve together, and there are very few which any of us can solve by ourselves.

We have accomplished great things here at Texas State, but we have great aspirations for what’s NEXT for us. The only way that we get from here to there is by, first, believing we can do it and, second, by working on these goals together. As I look around this arena, I am convinced that we have the right people at the right time in the right place to do just that.”

“If I were to ask you to tell your neighbor what you think Texas State does – what is the business of Texas State University – I am convinced your answer would not be, we’re here to

generate credit hours, to have a career, to serve and retire, or about economic development. That is part of what we do. But I think you would say something similar to what one of our colleagues texted me this week. He said, we are in the business of transforming lives one person at a time – the lives of the people who come here to learn and to serve. That, my friends, is the noble purpose of Texas State University. To make people’s lives different. I’m proud to serve alongside you.”

“To begin shaping the top priorities of my presidency, I met many administrators, faculty, staff, alumni, and students over the past couple months – even before I started serving here. This week, my Cabinet spent two long days doing a deep dive into the university master plan, our budget, student success efforts, and our research enterprise. Most importantly, we spent some time dreaming big – what could we do if money was no object?

Out of all those discussions, two key opportunities emerged to focus on for the future: Accelerating our progress toward the Carnegie R1 classification; and doubling down on our commitment to student success.”

“It’s a privilege to serve a university that reflects the diverse state we live in, and it’s our duty to do all we can to foster a community that feels welcoming to all. I am deeply, personally committed to advancing Texas State’s work to create diversity, equity, inclusion, and access programming on our campuses. Inclusion is linked to student success, but it’s also linked to faculty and staff success as well. Our students and employees must feel safe, welcomed, and accepted in order to reach their full potential. We are adding a university-wide strategic goal related to inclusion and access into the overall university goals, to that end.

Our commitment to inclusion remains at the core of all we do, and it’s part

of our roots as an institution where American history was made. Texas State is recognized as the birthplace of TRIO programs. The Higher Education Act was signed on our campus in 1965 by alumnus President Lyndon B. Johnson. Now, we’ve come full circle, with some exciting news from the Department of Education. Texas State was recently awarded \$1.3 million for the McNair Post Baccalaureate Achievement program, which gives research funds and internships to first-generation and low-income students. This is a monumental event that completes our TRIO trifecta of serving pre-college, undergraduate, and graduate students from underserved populations.

My second commitment relates to you as individuals and as a group. It has to do with employee morale – especially among our staff members but faculty as well. It’s a theme that has emerged this summer. COVID and the changing economy have left us with low staffing levels that are becoming unsustainable. For the past three years, we have asked you to do more with less. And I recognize that the vision I have introduced today requires we do even more. More work in recruitment, enrollment, student success, research – and the list goes on and on. It’s certainly an ambitious agenda, but I have full faith and confidence it’s attainable, or else I wouldn’t set these goals. I am committed to adding the resources it’ll require to get from here to there. I don’t expect you to do more with less, or even to do more with the same. It’s time to do more with more.

When leaders say they can’t afford to do something that employees ask for, it often signals that it’s not as high of a priority as other things. Increasing salaries and benefits, while rightsizing job responsibilities is a high priority for me, and I’ll do everything I can do address those issues in the coming years. To that end, I have tasked my Cabinet to seek ways to positively impact your experience here at

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LETTER FROM THE VICE PRESIDENT

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Texas State. We will work together to remove processes that waste time with unnecessary administrative burdens. We will create a comprehensive university remote work policy, create new positions where needed, and work to increase your compensation.

Now, because the budget has already been approved there are limits to what I can do to compensation this year, but I'll remind you that you'll receive a merit-related bonus in October 2022 and March 2023. If our positive enrollment continues at its current trajectory – which I expect to happen – we will seek opportunities to add an additional one-time bonus before the end of this calendar year, and create a permanent merit raise program in fiscal year 2024.

Finally, I don't have all the answers for all the issues in front of us, but I am encouraged by the opportunity to tap into the experience of our staff and faculty. Many of them have served 20, 30, 40, 50 plus years here. I don't want to hear, "we've never done it that way

before, that means we can't do it." The only way to reach our goals is to create a culture where we can work collaboratively and speak candidly about the challenges and opportunities in front of us. As Peter Drucker wrote, "Culture eats strategy for breakfast." I invite you to help us create that kind of culture here.

I covet your institutional knowledge, your expertise, and your wisdom as we plan for the future of Texas State. Staff Council, Faculty Senate, and numerous affinity groups allow us to facilitate some of these conversations. But I also want to foster an improved culture of accessibility, where I remain accessible to you to the greatest degree possible. One way I'll do that is by being out on our campuses as much as possible. I love JCK, there's a great view outside my window, but I much prefer to be "out and about," as we say in Canada. So you'll see me in your building walking around, meeting with you in your offices, in your faculty meetings and staff meetings. To help make that

possible, I will be scheduling recurring events at both campuses where I can engage with you in small groups, as individuals, and in larger groups as well throughout the semester in the years ahead.

I'm committed to creating open lines of communication with you. I believe that's the only way we can get this done, together. I am only one member of this large team, all of us striving to have a positive impact on our campuses and our community. No one will work harder than me to make sure that happens, to advance the mission of Texas State, and to ensure that you and our students have every opportunity to succeed.

I cannot wait to see where this road takes us. Thank you for allowing me to share my vision for the future of Texas State with you. I am looking forward to seeing you at Bobcat Stadium tonight as we kickoff the start of our new academic year. Thank you for everything you do for Texas State."



Digitally printed and addressed at Copy Cats at Texas State



"...chauvinisms are a little difficult to maintain when we see our planet as a fragile blue crescent fading to become an inconspicuous point of light against the bastion and citadel of the stars."

Carl Sagan, Cosmos

The Finance and Support Services Division in support of the University's mission is dedicated to providing outstanding customer service and a challenging and satisfying work environment while ensuring the efficient and effective use of financial, human, and physical resources.

Committee

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