



**ASSOCIATE VICE PRESIDENT
FOR STUDENT SUCCESS
AND DEAN OF STUDENTS**

TEXAS STATE UNIVERSITY





SEARCH PROFILE

WELCOME & ABOUT TXST

A MESSAGE FROM THE VICE PRESIDENT FOR STUDENT SUCCESS

Dear colleague,

Thank you for your interest in the Associate Vice President for Student Success and Dean of Students position at Texas State University! This search profile will provide you with a good overview of the university, position, and the division of Student Success. The Associate Vice President and Dean of Students is a key piece of our student success initiatives aimed at improving the student experience and meeting the university's persistence, retention, and completion metrics.

The connection between health, wellbeing, and student success is well documented in the literature. When students have basic needs security and are physically and mentally healthy, they are better able to thrive in rigorous academic environments and their personal lives. As such, we prioritize promoting a culture of health and well-being that considers a student's holistic development to enhance student success in our division's strategic plan.

This position will give you the opportunity to work, learn, and lead during a dynamic time at Texas State. They will be uniquely positioned to work with university leadership, faculty, and other staff across the university to advance us toward division and university goals.

The strength of the division is the caring and expertise of our staff. The Associate Vice President will provide transformational leadership to build consensus among on- and off-campus partners, including administrators, faculty, staff, and students, to shape and lead the implementation of a shared vision for student success for a diverse student population.

Please reach out to me or the Search Committee chair if you have any questions.

It's A Great Day to Be a Bobcat!

A handwritten signature in blue ink, appearing to read 'Cynthia L. Hernandez'.

Cynthia L. Hernandez, Ph.D.
Vice President for Student Success
Texas State University



CYNTHIA L. HERNANDEZ, PH.D.
VICE PRESIDENT FOR STUDENT SUCCESS
TEXAS STATE UNIVERSITY



SEARCH PROFILE

ABOUT TEXAS STATE UNIVERSITY

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Texas State encompasses multiple campuses and locations across central Texas; employs more than 7,000 faculty, staff, and students; and offers its 38,000 students 99 bachelor's, 92 master's and specialists and 14 doctoral degree programs through the following colleges: Applied Arts, McCoy College of Business, Education, Fine Arts and Communication, Health Professions, Liberal Arts, and Science and Engineering. The university also has The Graduate College and an Honors College. The university's students are diverse, closely reflecting the demographics of the State of Texas. Texas State recently celebrated its 11th anniversary as a Hispanic Serving Institution and earned the Seal of Excelencia from Excelencia in Education in September 2022. The university is currently classified as a Doctoral University: High Research Activity (R2) by the Carnegie Classification system and is laser-focused on continuing to raise its national research profile and become an R1 university.

MISSION

Texas State University is a doctoral-granting, student-centered institution dedicated to excellence and innovation in teaching, research, including creative expression and service. The university strives to create new knowledge, to embrace a diversity of people and ideas, to foster cultural and economic development and to prepare its graduates to participate fully and freely as citizens of Texas, the nation, and the world.

VALUES

In pursuing its mission, the faculty, staff, and students of Texas State University are guided by a shared collection of values:

- Teaching and learning based on research, student involvement and the free exchange of ideas in a supportive environment;
- Research and creative activities that encompass the full range of academic disciplines—research with relevance, from the sciences to the arts, from the theoretical to the applied;
- The cultivation of character, integrity, honesty, civility, compassion, fairness, respect, and ethical behavior in all members of the university community;
- A diversity of people and ideas, a spirit of inclusiveness, a global perspective, and a sense of community as essential conditions for campus life;
- A commitment to service and leadership for the public good;
- Responsible stewardship of the university's resources and environment; and
- Continued reflection and evaluation to ensure that the university's strengths as a community always benefit those it serves.

UNIVERSITY PLAN

As the university developed its new plan, it was guided by the fundamental principle that its students must be the primary beneficiaries of the defined university goals, as well as the initiatives supporting those goals. Within this framework, the university sought to balance a complex variety of goals that address, not only student success while at Texas State, but success after graduation. Goals also include promoting academic quality through new academic and educational programs; achieving considerable progress in advancing its research and creative activities; and providing the necessary services, resources and infrastructure needed to successfully move the university forward.

ENROLLMENT & STUDENT DEMOGRAPHICS

In fall 2023, Texas State enrolled over 38,700 students, including 34,547 undergraduates and 4,175 graduate, post-baccalaureate and professional students. The fall 2023 first-year class was the largest in university history with more than 7,800 students. The university also enrolled a significant number of new students, both undergraduate and graduate, surpassing 11,000 new students for the third time.

Nearly sixty percent of Texas State students identify as minorities and 44 percent of undergraduates are first-generation college students. Approximately 95 percent of Texas State students are from Texas. Texas State has long served a significant number of first-generation and Pell-eligible students.





SEARCH PROFILE

ABOUT THE DIVISION OF STUDENT SUCCESS

LEADERSHIP

Dr. Cynthia L. Hernandez joined Texas State University as the Vice President for Student Affairs in January 2021. She served as the Vice President for Student Affairs until February 2023 when President Kelly Damphousse expanded the scope of her division and appointed her Vice President for Student Success.

With over 25 years of progressive leadership experience, Dr. Hernandez focuses on enhancing student success and learning in the co-curricular through inclusive, student-centered programs, services, and initiatives and communicating the impact and value of student success work. She is a scholar-practitioner and an active member of professional organizations including NASPA, the association for Student Affairs Administrators in Higher Education, where she serves on the Board of Directors. Prior to joining Texas State University, Dr. Hernandez served for 15 years in the Office of the Vice President for Student Affairs at Texas A&M University as an Assistant and Associate Vice President. She earned a bachelor's degree in animal science and a master's degree in educational administration with an emphasis in student affairs administration, and a doctorate in Educational Administration from Texas A&M University.

ABOUT THE DIVISION OF STUDENT SUCCESS

"Doubling down on our commitment to student success is one of the top priorities of my presidency. As we accelerate our progress toward becoming a Research 1 institution, we will stay true to Texas State's long-standing commitment to student success. We will honor our history and unique identity by recruiting and enrolling a diverse student body and providing a rich student experience that will prepare them for life and success during their time at Texas State and after graduation."

– President Kelly Damphousse

The Division of Student Success utilizes a student-centered and student learning approach to contribute to the retention, graduation, and post-graduation success of our diverse student population.

We provide thoughtfully curated spaces and deliver innovative co-curricular programs and services designed to foster academic and personal involvement, engagement, and a sense of belonging at both the San Marcos and Round Rock campuses.

The Division is comprised of ~475 full-time staff housed in thirteen departments including housing and residential life, dean of students, counseling services, health services, campus recreation, disability services, career services, LBJ student center, new student and family engagement, student involvement and engagement, student learning assistance center, academic engagement, assessment, planning, and technology services. The Division's \$90M budget is funded through multiple sources, including an institutional allocation, mandatory fees, and revenue-generating activities.

MISSION

To provide high quality resources and experiences that engage our diverse student community in advancing their personal, academic, and post-graduation success.

GOALS

- Provide an environment focused on eliminating barriers and increasing access to support students in their persistence to graduation.
- Enrich the student experience through engagement and involvement opportunities designed to affirm institutional choice and sense of belonging.
- Promote a culture of health and well-being that considers a student's holistic development and facilitates decision-making to enhance individual success.
- Optimize divisional resources to effectively position the division to meet the growing needs of our students.



George's at the LBJ Student Center offers a space for students to gather and enjoy a variety of activities, including pool



Jumpstart kicks off a week of welcome events for first-year and returning students



SEARCH PROFILE

POSITION & OPPORTUNITIES FOR IMPACT

POSITION OVERVIEW

The Associate Vice President for Student Success and Dean of Students (AVPDOS) is a full-time, 12-month position that serves as a member of the Division's Senior Staff and reports directly to the Vice President for Student Success. The AVPDOS provides visionary and strategic leadership for the successful facilitation and delivery of student health and well-being programs and services including addressing basic needs, students of concern, and students in crisis. The position provides leadership and support to departments whose mission-critical work is essential to access, advocacy, health, and wellbeing including University Health Services, the Counseling Center, and the Dean of Students offices.

A strong administrator, leader, and partner, the AVPDOS will work with colleagues across campus and instill a strong culture of health and wellness that allows students to enhance their capacity to engage, learn and thrive at Texas State and beyond. The AVPDOS will advance a holistic approach to services, programs, protocols, and policies to positively affect student health and well-being.

With a focus on enhancing the TXST student experience, the AVPDOS will work university-wide with academic colleges and administrative units to maximize undergraduate student success in support of the university goals of improved retention, graduation and time-to-degree rates.

OPPORTUNITIES FOR IMPACT

ESTABLISH A COMPREHENSIVE BASIC NEEDS NETWORK

The AVPDOS will work with key stakeholders to create a vision for and implement strategies designed to support Texas State students with basic needs insecurities. The AVPDOS will collaborate with university, community, state, and other resources to facilitate and coordinate initiatives focused around: training, education, and delivery of services; monitoring and reporting on student trends; and promoting research into completion efforts to better inform university initiatives.

EXAMINE INSTITUTIONAL BARRIERS TO STUDENT HEALTH AND WELLBEING

The AVPDOS will work with colleagues to examine policies and practices that impact the student experience and negatively impact student health and wellbeing impeding successful and timely progress, persistence, retention, graduation, and post-secondary success.

EVOLVE THREAT ASSESSMENT AND INTERVENTION STRATEGIES, POLICIES, AND PRACTICES

The AVPDOS will collaborate with the Chief of Police and colleagues to refine strategies, policies, and practices to proactively mitigate and respond to students exhibiting concerning behaviors. Utilizing the expertise of colleagues, review messaging, reporting, data collection and analysis, and pro-active education and training tools to help address and mitigate cross-threshold behavior.

UTILIZE DATA TO SUPPORT DECISION MAKING

The AVPDOS will design an approach to data analytics in their portfolio and create a culture using data analytics to demonstrate impact and deliver focused student success support and initiatives.

FORGING A BRIGHTER FUTURE, TOGETHER

38,700+

STUDENTS AT TEXAS STATE

475+

DIVISION OF STUDENT
SUCCESS EMPLOYEES

125

YEARS OF SERVING
STUDENTS

6,800+

STUDENTS LIVE ON-CAMPUS

44%

FIRST-GENERATION
STUDENTS



SEARCH PROFILE

ATTRIBUTES OF THE SUCCESSFUL CANDIDATE



ATTRIBUTES OF THE SUCCESSFUL CANDIDATE

- Dedicated student success professional who is interested in advancing in the areas of student behavior, health, and wellbeing and understands the demands and challenges of leading at the leadership level.
- Possesses highly developed communication skills and an understanding of how a large public university functions to enable successful collaboration across multiple areas with different operational missions.
- Highly collaborative, innovative, strategic thinker who can cultivate and develop support across the University for initiatives that promote holistic student success and centers the student experience with an emphasis on persistence to graduation for a diverse student population.
- Demonstrated strong record of accomplishment in navigating political complexities and maximizing intentional collaborations with university partners in academic and non-academic areas. Ability to negotiate and bring differences to successful resolution.
- Strong professional record in the field of student affairs/success including participation in national level professional organizations; knowledge of and contribution to student success peer-reviewed literature and current best practices; and a strong record of data-driven decision-making.
- Self-starter who is not afraid to lean into ambiguity and comfortable with a build-as-you-go environment.
- Effective communicator who has a genuine sense of respect and appreciation for the community we serve.
- A proven leader dedicated to high-quality work, professionalism, and results, who can plan, organize, and coordinate multiple projects.



SEARCH PROFILE

RESPONSIBILITIES

RESPONSIBILITIES

PROVIDE LEADERSHIP FOR STUDENT HEALTH AND WELL-BEING INITIATIVES

- Acting in concert with the Vice President of Student Success, provide leadership in the development and implementation of the University's goals related to student basic needs, health, and wellbeing initiatives.
- Serve as a primary contact for Texas State's basic needs, health, and wellbeing efforts and provide leadership to collaborative university-wide efforts.
- Develop, oversee, and assess university-wide interventions, programs and services that are informed by best practices in higher education to advance student success.
- Recommend innovative university-wide practices and revisions to existing practices to support improvement.
- Lead/co-lead university and division committees, teams, task forces focused on student wellness, health, and wellbeing.
- Collaborate with Division of Student Success departments, their teams, and departments throughout campus and faculty to advance health and well-being initiatives.
- Lead an ongoing strategic planning and assessment process for student health and well-being.
- Support achievement of student success goals outlined by university leadership and the State of Texas (specifically to improve retention, graduation, time-to-degree rates and closing outcome disparities).

EMERGENCY, CONDUCT, AND BEHAVIORAL INTERVENTION COORDINATION

- Serves as the primary contact for coordination of response to students in crisis.
- Lead intake and follow-up with high-risk students as appropriate.
- Provide leadership for the university's Behavioral Intervention Team including activation, coordination of response, case management, and assessment in collaboration with key stakeholders including, but not limited to, the Chief of Police, Division Staff, and Title IX personnel.
- Consults with department heads and appropriate individuals to develop cooperative strategies for resolving concerns and complaints.
- Develop strong relationships with the University, local, and county law enforcement in San Marcos and Round Rock.
- Serves as "essential personnel" during campus emergencies and crisis (e.g., weather incidents, active shooter, etc.) and student crises (e.g., campus death, attempted suicides, etc.).
- Provides direct supervision to the Assistant Dean of Students responsible for student and organizational conduct and community standards.
- Produces semesterly and annual reports on utilization and trends for the Vice President for Student Success.
- Contributes to the development of training and outreach content and proposes updated content as needed to campus partners.
- Provides training workshops, content delivery, and program outreach to students, faculty, staff, parents, and community members (e.g., faculty training, parent orientation, etc.).

OPERATIONAL MANAGEMENT

- Provide direct supervision to the Director of University Health Services, the Director of the Counseling Center, the Senior Associate Dean of Students, and the Assistant Dean of Student Conduct.
- Develop, oversee, and assess university-wide programs and services that are informed by best practices in higher education to improve retention and graduation rates and student health and wellbeing outcomes.
- Partner with University Advancement, faculty, and other colleagues to seek external sources of private and grant funding to support student basic needs, health, and wellbeing efforts.

OTHER DUTIES

- Advance the University's learning mission by providing leadership for student services, programs, and activities that foster student development and engagement for a diverse student body.
- Assures departmental strategic initiatives, goals and objectives align with and contribute to division and university vision, mission, and goals.
- Represents the Division and the University at university and community/town & gown events.
- Represent the Division of Student Success on various university committees and at appropriate activities and functions, both on and off campus. Serves as a resource person for students, parents, and other constituents in helping them solve problems and obtain information.
- Coordinate special projects and other duties as assigned by the Vice President of Student Success.



SEARCH PROFILE

QUALIFICATIONS

REQUIRED QUALIFICATIONS

- Master's degree or other advanced degree related to student success in higher education.
- A record of progressive leadership responsibilities and substantive administrative experience in an area related to student success, conduct and community standards, basic needs, health, and/or wellbeing in higher education.
- Demonstrated experience implementing evidence-based student success interventions/programs at a college or university.
- Demonstrated experience participating on behavioral intervention and care teams.
- Knowledge of and experience with technology platforms designed to support student success (conduct and community standards software, student information systems, learning management systems, student success software, word processing, spreadsheet, database applications, etc.).
- Experience supervising full-time staff in more than one program area.
- Experience managing a complex budget comprised of multiple funding sources.
- Ability to communicate clearly and effectively including public speaking.
- Demonstrated ability to work collaboratively and effectively with colleagues and stakeholders.
- Effective data/project management and analytical and problem-solving skills.

PREFERRED QUALIFICATIONS

- Doctoral or other terminal degree related to student success in higher education.
- National-level experience as a leader in area(s) related to student conduct and community standards, basic needs, health, and/or wellbeing in higher education.
- Demonstrated experience leading university-wide, evidence-based student success interventions/programs related to student conduct, basic needs, health, and/or wellbeing at a large university with a diverse student population.
- Experience developing and implementing student success initiatives for diverse student populations with focus towards high Pell eligible and first-generation students.
- Experience building successful teams including supervision, program development, and evaluation.
- Experience providing strategic direction and leadership of high-level university-wide committees.
- A strong administrative record of accomplishment in budgeting, human resource management, legal issues, assessment, and technology.



Students enjoy gathering at LBJ Amphitheater in between classes



Bobcat Day allows students to engage with a variety of departments across campus



Soap Box Derby is an annual Homecoming event



SEARCH PROFILE

EMPLOYEE BENEFITS



WE'VE GOT YOU COVERED

At our university, we recognize that faculty and staff serve as the building blocks to the foundation of our work with students. Texas State is proud of our competitive benefits from health plans, wellness leave, life insurance and retirement programs provided to keep our Bobcats healthy and happy.

By joining Texas State University, employees gain access to work in one of the best public universities in the country and the opportunity to live in one of the most beautiful towns.

FEATURED BENEFITS

- Group Health Insurance
- Additional Optional Insurance Coverages
- Employee Meal Plans
- Employee Referral Bonus Program
- Paid Leave
- State and University Longevity Pay
- Employee Educational Support
 - Academic Release & Tuition Support
 - Staff Educational Development Leave
 - Dependent Child Tuition Program
 - Employee Certificates & Courses
 - Staff Development Day
- Retirement
 - University Matching
 - Voluntary Savings Programs
- Well-Being
 - Bobcat Balance - Mental health counseling, legal guidance, financial resources
 - WellCats - Group exercise classes, nutrition consultations, cooking classes
 - Family Planning Resources - Mother Friendly Worksite, Parental Leave
 - Subsidized Campus Recreation Membership
 - Use of University Camp and Outdoor Equipment Rentals
 - Paid Wellness Time
- Employee Discount Program
- Employee Awards & Recognition
- Staff Council
- Workers Comp
- Performance Reviews – Merit Raises



SEARCH PROFILE

APPLICATIONS & CONTACT INFORMATION

APPLICATIONS

Applications will be accepted online on the TXST Human Resources website. The search committee will begin reviewing applications immediately.

Requested application materials include cover letter, curriculum vitae or resume, and the names, phone numbers, and email addresses of at least three professional references. Salary will be competitive and commensurate with qualifications. An offer of employment is contingent on a satisfactory pre-employment background check.

Texas State University is an Equal Employment Opportunity/Affirmative Action Employer, committed to providing a welcoming educational and working environment for all.

APPLICATION LINK

<https://jobs.hr.txstate.edu/postings/45603>

NOMINATIONS

https://txstate.co1.qualtrics.com/jfe/form/SV_5o05GrBtxWgmdT0

CONTACT INFORMATION

Bill Mattera , Ph.D.

Search Chair
Assistant Vice President and
Executive Director of Housing and Residential Life
bmattera@txstate.edu



TXST's first-year live on requirement allows students to engage with their on-campus community from day one



Students show their Bobcat spirit at the Homecoming football game

The Texas State University System Board of Regents

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This information is available in alternate format upon request from the Office of Disability Services.