



EXECUTIVE DIRECTOR

DEPARTMENT OF HOUSING &
RESIDENTIAL LIFE





SEARCH PROFILE

WELCOME & ABOUT TXST

A MESSAGE FROM THE VICE PRESIDENT FOR STUDENT SUCCESS

Dear colleagues,

Thank you for your interest in the Executive Director of Housing and Residential Life position at Texas State University! This search profile will provide you with a good overview of the University, position, department, and the Division of Student Success. Housing and Residential Life is a key piece of our student success strategy aimed at improving the student experience and meeting the university's persistence, retention, and completion metrics.

The connection between living on campus and student success is well documented and shown through retention and academic success metrics. Through intentional community building, growth and renovation of our facilities, and a focus on removing the barriers related to navigating campus, our housing team play a critical role in assisting students in navigating their first year and beyond. As such, we are seeking a leader who understands and prioritizes the student experience in their work as a leader in housing, and who will enhance student success through their leadership.

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 toward division and university goals. We are seeking a collaborative leader who embraces the opportunity to lead a comprehensive on-campus experience.

The strength of our division is the caring and expertise of our staff. The Executive Director will provide leadership to a fast growing department to ensure we are meeting the demands and needs of our students, ensure fiscal stability, and integrate the residential experience into the fabric of our campus.

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', is written in a cursive style.

Dr. Cynthia L. Hernandez
Vice President for Student Success
Texas State University



DR. CYNTHIA L. HERNANDEZ
VICE PRESIDENT
STUDENT SUCCESS



SEARCH PROFILE

WELCOME & ABOUT HOUSING



THE MOST BEAUTIFUL CAMPUS IN TEXAS

Located in the vibrant and growing community of San Marcos, Texas State University has the unique advantage of being large on choices but small in feel. The university is known for warm, friendly students and engaged faculty and staff who will go out of their way to help students succeed.

The beauty of the crystal-clear San Marcos River and the grandeur of the cypress and pecan trees on campus add to the charm of the university's picturesque environment.

Our 38,000 undergraduate and graduate students choose from more than 200 bachelor's, master's and doctoral degree programs—from biology to music to business to geography and more. And each student finds the personalized support and opportunities they need to succeed beyond the classroom.



HOUSING & RESIDENTIAL LIFE PRIORITIES

QUALITY

Texas State students deserve our best effort. **Every time.** Regardless of our work task, level in the organization, or functional responsibility, our focus should be on demonstrating to students that their interaction with us matters and is important. We should be working to provide elements of finished work—showing a high level of care, relevance, polish, and attention to detail. We will commit ourselves to continuous improvement—in every part of our program and we will never settle for “good enough”.

MATTERING & BELONGING

Our first responsibility is **always** to the student in front of us. Through a focus on care and support for our students our mission will be to make sure that our students understand that Texas State is their **home**. We will focus on creating spaces, communications and individual interactions that enhance this message. Engaging with our on-campus students in interactions designed to support and enhance their experience will seek to make a large campus feel smaller and more connected.

RESPONSIVENESS

Housing and Residential Life has a unique role of balancing student development and customer service. As an organization, we will seek to ensure that students receive **fast** and **positive** service from us in all interactions. Our role as a 24 hour a day, 7 day a week operation will inform how we show up to serve students in crisis, how we make decisions in our responses, and inform our design to make sure each student feels seen, heard, and cared for. We will place the focus of **cares for the student** at the center of all our interactions, even when our answer must be no.





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.





SEARCH PROFILE

POSITION OVERVIEW

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Reporting to the Associate Vice President for Student Success, Chief of Staff, the Executive Director provides strategic leadership for Texas State University's Housing and Residential Life program. Housing and Residential Life (HRL) is a \$75M auxiliary operation, supporting 9,600 students across approximately 2.5 million square feet of housing accommodations. The Executive Director builds, supports and sustains a campus-wide culture that centers the residential experience as an important factor in advancing student success. As a member of the division's leadership team, the Executive Director advances the University's learning mission by providing leadership for the services, programs, and facilities designed to foster student development and engagement for the whole student body. The Executive Director works to assure strategic initiatives, goals, and objectives align with and contribute to division and university goals.

OPPORTUNITIES FOR IMPACT

LEAD A DEPARTMENT FOCUSED ON CREATING COMMUNITY

At the core of the on-campus housing process at Texas State is the importance of creating community. The individual successful in this role will be charged with thinking about how the physical residences on campus serve as a conduit to the larger campus community. With 91% of first year students living on campus, the creation and enhancement of the departments role is critical to the successful integration of students into our community.

DEVELOP DEPARTMENTAL GOALS THAT ENHANCE STUDENT SUCCESS

Elevating student success is an established presidential priority, and the on-campus experience is a central pillar to that experience. The recent physical expansion of campus has been designed to preserve the first-year residency requirement and increase the opportunity for upper division students to live on campus. The successful candidate will be charged with finding ways to develop in hall programming and resources that enhance retention and persistence rates, and further advance the success focus of the program.

ENSURE FISCAL RESPONSIBILITY AND INTENTIONAL SPENDING

The rapid growth of the housing program has been done intentionally and with a clear understanding of the financial realities of fast growth. The successful candidate will need to keep an eye on occupancy strategies and spending norms to ensure that the pro forma is met, and the system is successful in navigating the next few years of needed stability. In addition, like many institutions across the country, this individual will need to work to develop deferred maintenance projects and renovation and expansion initiatives.

COLLABORATE WITH CAMPUS PARTNERS TO ENHANCE THE ON-CAMPUS EXPERIENCE

With the expansion of upper division housing and the larger percentage of students able to be captured on campus, the successful leader will need to work with campus partners in budgeting, facilities, and academic affairs to find meaningful ways to enhance the residential experience and bring resources to students within their halls.

FORGING A BRIGHTER FUTURE, TOGETHER

9,600+

STUDENTS LIVE ON-CAMPUS

300+

FULL-TIME

HOUSING EMPLOYEES

22

DIFFERENT FIRST-YEAR
RESIDENTIAL FACILITIES

3

UPPER-DIVISION
STUDENT APARTMENTS

18

LIVING LEARNING
COMMUNITIES



SEARCH PROFILE

ATTRIBUTES OF A SUCCESSFUL CANDIDATE



ATTRIBUTES OF THE SUCCESSFUL CANDIDATE

- Dedicated housing professional who is interested in advancing their career in the field of Housing and Residential Life and understands the demands and challenges of working in this area.
- Individual who has an understanding and willingness to engage in the power of the on-campus housing experience and learn how to support staff charged with executing core functions.
- Proven ability to navigate political complexities, build strategic collaborations across academic and non-academic areas and resolve conflicts effectively.
- Effective communicator who has a genuine sense of respect and appreciation for the community we serve.
- A willingness to use existing practices as a foundation for future building, but not a constraint to progress and the ability to positively impact students.
- Desire to practice student focused work that puts the experience and interests of on-campus residents at the center of their decision-making processes.
- Collaborative team player focused on building meaningful relationships to enhance efficiency and drive execution.
- A solution-focused individual who prioritizes institutional stability by exploring all possibilities and finding pathways to success.
- Individual experienced at working with staff to include their development, ability to articulate clear expectations and provide timely feedback, and the willingness to redirect behaviors, practices, or attitudes that are misaligned with departmental goals or that are inconsistent with the maintenance of a positive work environment.



SEARCH PROFILE

RESPONSIBILITIES

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DEPARTMENTAL LEADERSHIP

- Provide vision, leadership, and oversight for all aspects of the university's comprehensive Housing and Residential Life program.
- Develop, oversee, and advance the departmental strategic planning process.
- Establish and advance departmental priorities in support of student success.
- Provide direct supervision for members of the department's senior staff and indirect supervision for all other members of the department.

RESIDENTIAL EXPERIENCE

- Utilizing the division's student success framework, provide direction for student engagement and development centered on advancing student success and enhancing the University's retention and persistence goals.
- Work collaboratively with university stakeholders regarding opportunities for student engagement and retention initiatives.
- Oversight of day-to-day and wide-scale crisis, behavioral intervention, and conduct issues, and resident concerns.
- Communicate with and respond to parents and family members.
- Provide guidance for handling student concerns.

BUDGET AND OCCUPANCY

- Serve as the primary financial strategist and analyst for the housing pro forma and system, providing guidance and recommendations to preserve financial health.
- Provide strategic budget management and development, including budget development at the enterprise level.
- Provide oversight for strategic occupancy management to facilitate student success and meet financial targets.

FACILITIES MANAGEMENT

- Provide oversight for multi-building capital improvements and new construction.
- Oversee the strategic expansion of the housing system to meet institutional goals including engaging consultants and appropriate team members. Develop a plan for long-range deferred maintenance and upgrades to existing facilities.

CRISIS AND RISK MANAGEMENT

- Establish, review, revise, and implement campus housing policies and procedures while ensuring adherence to TSUS policy, state and Federal laws, and guidelines.
- Serve as the primary point of contact or incident command person for residence hall crises.

DIVISIONAL LEADERSHIP

- Serve as a member of the leadership team in the Division of Student Success and work to fulfill the mission and long-range goals of the division and university through the services and programs of the department.
- Assist in the continuous development of staff members and maximization of existing staff talents and skills.
- Serve on or chair university and division committees, teams, or task forces.
- Coordinates special projects and other duties as assigned by the Vice President of Student Success or designee.



SEARCH PROFILE

SAN MARCOS, DEEP IN THE HEART OF TEXAS

WELCOME HOME

San Marcos is located just 30 miles south of Austin and 45 miles north of San Antonio, making it easily accessible for nightlife, music, food, shopping, and the arts. Here's a brief look at some of the things to see and do in San Marcos and the surrounding area.

SAN MARCOS RIVER

The San Marcos River, with a constant temperature of 72 degrees, runs through campus and provides year-round recreation. The Texas State Outdoor Center offers paddling equipment rental to Texas State students, staff, and faculty. For a beautiful underwater view of Spring Lake, the headwaters of the San Marcos River, take a glass-bottom boat tour at the Meadows Center for Water and the Environment, part of Texas State.

STATE PARKS & OUTDOOR AREAS

With dozens of state parks, local parks, and hiking trails, Central Texas is perfect for outdoor activities year-round. Enchanted Rock State Natural Area in Fredericksburg, with a 640-acre pink granite dome, is a great place for hiking, rock climbing, and camping. At Los Maples State Natural Area, northwest of San Antonio, maple trees are awash with color each fall. San Marcos has six natural areas with more than 22 miles of trails. Central Texas is home to several lakes and rivers that offer opportunities for rafting, canoeing, kayaking, tubing, speed boating, and jet skiing.

NIGHTLIFE & ENTERTAINMENT

You can find entertainment any night of the week in nearby San Antonio and Austin, the Live Music Capital of the World. Texas country, punk, rock, ska, folk, R&B, and hip hop fill the venues in Austin's downtown and Warehouse District. The Austin City Limits Festival, held each September, has been named the top music festival in the country, and South by Southwest (SXSW) features the best in music, interactive, and film industries each March. The Alamo Drafthouse, which serves meals and drinks along with a film, is the best movie theatre in the U.S., according to Entertainment Weekly. San Antonio's Riverwalk is home to numerous nightclubs and restaurants. Here in San Marcos we have EVO Entertainment with its reclining cinema seating, bowling, and retro games as well as Cheatham Street Warehouse with its rich music history.

FINE ARTS & HISTORY

The Bob Bullock Texas State History Museum in Austin tells the story of Texas. Across the street from the Bullock is the fabulous Blanton Museum of Art. The nearby Ransom Center is the repository of the Gutenberg Bible, the first photograph, Harry Houdini's personal papers, Woodward and Bernstein's Watergate notes, and more. The Institute of Texan Cultures in San Antonio serves as a forum for the understanding and appreciation of Texas and Texans. And, of course, remember the Alamo.

SHOPPING

San Marcos is home to the Premium Outlets and Tanger Outlet Center, the third-largest tourist attraction in Texas. Nearby Austin and San Antonio also offers large shopping centers and malls. Austin is also home to the Whole Foods Market corporate headquarters and the company's flagship store. Shop for local arts and crafts at Market Days in Wimberley or Gruene. San Marcos residents enjoy perusing The San Marcos Farmers Market which offers local produce and homemade products.



Cheer on the Bobcats at UFCU Stadium



Enjoy downtown San Marcos for some drinks, food, and entertainment



Soak up the sun at Sewell Park



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 Insurance
- Paid Leave
- Longevity Pay
- Academic Release and Tuition
- Support
- Retirement
- Supplemental Retirement
- Savings
- Wellness Program
- Work Life and Employee Assistance Program
- Employee Discount Program
- Mother-Friendly Worksite





SEARCH PROFILE

QUALIFICATIONS AND APPLICATIONS

REQUIRED QUALIFICATIONS

- Master's degree or other advanced degree related to student success in higher education.
- Seven or more years of progressively responsible administrative and leadership experience in student housing and residential life in a large college or university setting.
- Experience with fiscal management of an auxiliary budget.
- Experience with residential life and education, housing administrative services, and/or facilities management.
- Experience supervising full-time staff.
- Effectively communicate through both verbal and written communication including public speaking.
- Demonstrated ability to work collaboratively and effectively with colleagues and stakeholders.

PREFERRED QUALIFICATIONS

- Terminal degree with preference for degrees in higher education or student development, Masters in Business Administration, or other relevant degrees.
- Ten years of progressively responsible administrative and leadership experience in student housing and residence life in a large college or university setting.
- National-level experience as a leader in area(s) related to housing and residential life, student affairs, and/or student success.
- Experience building successful teams including supervision, program development, and evaluation.
- Experience providing strategic direction and leadership of high-level divisional and university-wide committees.
- A strong administrative record of accomplishment in budgeting, human resource management, assessment, and technology.

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.



Bobcat Chats are an important part of the residential experience



Over the course of fall move-in, we will move over 9,600 new and returning residents into their TXST home

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.