

December 7, 2012

Kurtis Neal, SPHR
Director of Human Resources
Angelo State University
ASU Station #11009
San Angelo, TX 76909

Dear Search Committee,

I am applying for the Provost position at Angelo State University. Attached to this application letter, please find my vita.

I am excited to apply to Angelo State University and am extremely interested in the professional opportunity that I have read about on your campus. My career in higher education has been an exciting journey. I have had the honor to be apart of a new university and to lead and help build academic programs from the ground up. As a founding member of a new universtiy, I have had the opportunity to wear many hats, lead the creation of innovative academic programs and services, and be intimately involved in student recruitment and retention, strategic planning, accreditation, fundraising, grant writing and award management, faculty development and tenure, compliance, community outreach, employer collaboratives, technology integration, international education programs, and the university's fiscal and budgeting process. This breadth and depth of experience comes from a background as a faculty member, the Head of the School of Business, and as interim Associate Vice President for Academic Affairs, and ideally positions me to provide leadership, guidance, and support as Provost of Angelo State University.

I have a reputation as being a direct, problem-solving, student-centered, innovative leader. I encourage staff to not only look at best practices to develop solutions but also to think creatively and view problems from multiple perspectives. My collaborative decision-making style has been extremely successful at bridging across diverse groups of individuals, resolving conflicts, and achieving desired goals. This has proved to be extremely effective given our multi-campus university where faculty and staff, at the various campuses, are often in competition for available resources.

Innovation is the cornerstone of my philosophy. I believe that only through innovation can a university best serve its students and meet the needs of employers. It is imperative that academic programs are student-centered and are designed to be congruent with employer expectations and needs. This has been the guiding force behind the development of my School of Business Advisory Council. Through employer collaborations such as this, I ensure that our programs remain relevant and in-demand.

One of my most notable innovative achievements is the development and initiation of an institutional e-book program across the university. The program was initiated by a \$300,000 Department of Education (FIPSE) grant in 2009 (which I wrote and managed) and was institutionalized by the university administration in 2011. This program has led to the savings of over a \$1 million during the last two years and helped countless number of students afford textbooks and receive the course material they need to be successful in class. To complement this program, I also initiated an iPad rental program in January 2012.

One of our more popular degree programs is our Bachelor of Applied Arts & Sciences (BAAS) degree which allows students to apply their technical classes from the community college to a Bachelor's degree. Over the last two years, I have been instrumental in collaborating with the local community college district to launch two BAAS programs that have been very popular. One is in Cyber Security and Information Technology, the second one is Fire and Emergency Services Administration emphasis.

In Spring 2013, my university will host the 5th Annual Southwest Teaching & Learning Conference. Initially organized to meet the faculty development needs of the university community; I started this conference in 2009 and have been the chair of the conference committee since its beginning. This one-and-a-half day conference provides regional faculty and students an opportunity to present research and workshops in a peer-reviewed environment. To date, the conference has awarded \$10,000 in faculty research stipends and \$10,000 in student scholarships. Last year, 176 faculty and students attended 48 different sessions ranging from student retention to using 'clickers' in the classroom.

In May 2012, all Schools were tasked with developing a student recruitment and marketing plan. Using an aggressive Facebook campaign coupled with a group of student recruiters/ambassadors, the result has been a 27% growth in enrollment for the School of Business from Fall 2011 to Fall 2012. Phase two of this plan involves the use of graduate-student mentors (from the MBA Association) to help tutor undergraduate students in the School to ensure persistence rates, among these new recruits, remains high.

I look forward to discussing my perspective and qualifications with the committee in the near future. If you need any additional information, please do not hesitate to ask.

Best Regards,

Tracy A. Hurley, Ph.D.