

Dear Search Committee,

With the experience of a proven and accomplished senior executive leader, I am writing to apply for the position of the President of the University of Arkansas System. I am drawn to the mission of large state level systems, the students it serves and the impact the mission has on the state and in our nation. I have an established record in achieving excellence, accountability, collaborative leadership, civic responsibility, and inclusiveness across any organization. Through many large organization leadership positions, I have a record of innovation, collaboration and exceptional management of large budgets, disparate work forces and national-level research. In the role of a University President at the U.S. Air Force Academy, I advanced academic excellence, realigned research activities, doubling the value to the #1 funded undergraduate program in the country. I embraced shared governance, fostered innovation, while insisting on a student-focused approach. In the role of Associate Vice President and COO of Texas A&M University, Washington DC, I am bringing programs from across the university and the entire system to our nation's capital. As the Executive Director of the Bush School of Government and Public Service, I built graduate programs from their start, graduating our first three classes, managing the requirements of new academic programs, and ensuing rapid growth. As a Team Chair certifying academic accreditation for the Middle States Commission of Higher Education, for all levels of post-secondary education, I am immersed in national level issues facing higher education. As a board member of an NCAA Conference and a member of the advisory board to the NCAA President, I am well versed in the issues facing college athletics and our student athletes. As the Chief Compliance Officer of the largest portion of the US Air Force, I ensured compliance and accountability across 100,000 members around the globe.

While I believe a record of proven leadership, experience in higher-education, academic accreditation, and compliance are important, I am convinced those markers alone are insufficient. I have committed my life to public service and with that, being a servant leader. You will find in me an approachable and accessible style, collaborative in my decision making and ready to engage with all constituencies. I make myself available and consistently visit all staff and stakeholders to learn how they can be supported in their roles. Every opportunity I have had to lead an organization of any size, from hundreds to tens of thousands, has been marked by unprecedented numbers of visits, outreach, and engagements; not only is it the way to achieve the best results, but it is how I do business.

Being accessible also means engaging across many constituencies across the state and beyond. I have many examples of building collaborative networks from boards, community leaders to associations, legislators, donors, and corporations, but these only happened with direct engagements. I would expect to meet with and engage with all these constituencies and many more. I have worked with city and state legislators in Nevada and Colorado to champion projects, engage on policy and build consensus for my organization's

needs. I have worked with U.S. Representatives and Senators to design federal legislation to change the way fundraising was done at federal institutions. I also designed legislation restructuring the Athletic Department into a Corporation and made legislative changes for a large public-private partnership allowing land to transfer as well as making changes to how graduates are assigned. My leadership has included managing budgets with over \$6 Billion in assets and annual expenditures over \$5 Billion in domestic and international settings. Responsible for the testing and operationalizing the F-35, the Department of Defense's largest acquisition in history, amounting to hundreds of billions of dollars and involving a dozen nations, I successfully kept this massive program prioritized and on track.

My success in relationship building has resulted in achievements in fundraising and other creative, beneficial partnerships. In Las Vegas I brought together numerous stakeholders in an innovative federal land use exchange that resulted in new facility construction. My aggregating of support secured a \$200M renovation of a Colorado historic site and a unique public-private development project valued at \$150M. As a charitable foundation board member and in my role with Texas A&M, I have worked with national level foundations and multiple tiers of donors to achieve institutional goals.

There is no doubt higher education faces many challenges, some known and some yet to be seen. You can expect my leadership in these challenges to be collaborative and transparent. While I have ideas about how to face these challenges, I do not have the answers. I believe that together, we have the answers. When we share the effort, consider all voices, and simply work toward the same outcome, we have the best chance of finding a solution and looking for innovative approaches. My experience as a Team Chair for the Middle States Commission on Higher Education has broadened my exposure to the operations of a variety of academic institutions and provided me with a deep understanding of all aspects of academic accreditation, their innovative approaches, and the necessity for continuous improvement. Starting a new graduate school in Washington, DC for Texas A&M and The Bush School's growth has brought me up close to all current elements of higher-ed. I have successfully navigated the licensing and academic accreditation of the new school, insisting on a culture of compliance through the challenges in higher-ed.

Finally, I see the students as the bedrock and ultimate purpose of the system in service to the state. I will make it my priority to remain focused on students and dedicated to their experience. Everything we do must be focused on making the student experience enriching and fulfilling. I deeply respect the important mission of the state system and it would be a privilege to be a part of such a great mission. Let's get to work!

Sincerely,

Jay Silveria
Texas A&M University