



TEXAS SOUTHERN UNIVERSITY

**Dean, Barbara Jordan-Mickey Leland School of  
Public Affairs**

Leadership Profile

Spring 2025



*WittKieffer*

## Executive Summary

Texas Southern University (TSU) invites nominations, applications, and inquiries in its search for a visionary leader to serve as the next Dean of the [Barbara Jordan-Mickey Leland School of Public Affairs \(SOPA\)](#).

Texas Southern, located in Houston, is a comprehensive doctoral university offering a diverse academic portfolio with over 100 undergraduate, graduate, and professional programs and concentrations organized into ten academic colleges and schools. Since its inception in 1927, Texas Southern has been highly regarded as a premier producer of diverse talent. It has grown from 300 students in its first summer to serving approximately 8,500 students today. Accredited by the Southern Association of Colleges and Schools, TSU honors its designation as a special-purpose institution for urban programming and research. TSU is one of 10 Historically Black Colleges and Universities (HBCUs) to hold the Carnegie Classification of Institutions of Higher Education's coveted status as a Doctoral University of High Research Activity (R2). Its research prowess is demonstrated by grant awards increasing 48% over the past two fiscal years.

The mission of SOPA is to serve as an urban focused community of learning dedicated to educating professionals who will plan and administer environmentally healthy and sustainable communities at the local, state, national, and international levels of society. Reporting to the Provost and Senior Vice President for Academic Affairs and working in collaboration with faculty, students, and staff, the Dean will provide dynamic, visionary leadership to build upon the School's strengths and develop new opportunities to fulfill the role of the School as a model of intellectual and community engagement.

The Dean provides academic and administrative leadership to three departments: [Administration of Justice](#); [Political Science and Public Administration](#); and [Urban Planning and Environmental Policy](#). The School is also proud to house several [Centers and Units](#), including the [Barbara Jordan Institute for Policy Research \(BJI\)](#) and the [Mickey Leland Center on Hunger, Poverty and World Peace](#). The School offers three undergraduate degrees: Bachelor of Science (B.S.) in Public Affairs, Bachelor of Science (B.S.) in Administration of Justice, and Bachelor of Arts (B.A.) in Political Science. There are five graduate degrees offered in the School: Master of Public Administration, Master of Administration of Justice, Ph.D. in Administration of Justice, Master of Urban Planning and Environmental Policy and Ph.D. in Urban Planning and Environmental Policy. As of Fall 2024, the School has 78 faculty, 853 students and an operating budget of approximately \$5.4 million.

The Dean is responsible for aligning the School with the mission, vision, values, and strategic priorities of the University. The Dean will lead the School in assuring that the University's commitment to social justice, urban community engagement, and diversity is reflected in the School's work environment, policies, curriculum, and delivery. The next Dean must possess credentials suitable for the granting of academic tenure within the School, which may include a proven record of high-level leadership in the public or nonprofit sectors. At least five years of significant senior leadership and administrative experience in academia or relevant experience in the public or nonprofit sectors is also a requirement for the role. All candidates must show a deep commitment and understanding of the future of higher education within an urban environment.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.

## Role of the Dean of the Barbara Jordan-Mickey Leland School of Public Affairs

Under general supervision, reporting to the Provost and Senior Vice President for Academic Affairs (Provost), the Dean is the chief administrative officer and senior academic leader of the School and serves on the Dean' Council. The Dean oversees the Dean's Office staff. The Dean is responsible for aligning the School with the mission, vision, values, and strategic priorities of the University and leads the School in assuring that the University's commitment to social justice is reflected in the School's work environment, policies, curriculum, and delivery.

- Provides leadership to the faculty, staff, and students of the School and sets high standards for the School's teaching and learning, scholarship, and service programs, and directs the School's strategic planning processes.
- Combines the School and its constituents around a compelling shared strategic vision.
- Builds the strength of the School's faculty, staff, and student body. Attracts, mentors, provides advice, and actively seeks to recruit and retain new talent. Takes a leading role in faculty personnel matters, including tenure, promotion, and renewal.
- Helps to develop a mission and vision for the School to set priorities among highly desirable objectives and to allocate resources to those with the highest priorities in regular consultation with the Provost.
- Provides academic, administrative, and fundraising leadership to the faculty, staff, and students of the School and sets high standards for the School's teaching and learning, scholarship, and service programs.
- Recommends methods for School advancement to the Provost.
- Promotes and fosters traditional, distance, online, and international education programs and oversees internships and study-abroad experiences. Ensures availability of training in instructional technology.
- Oversees all SOPA assessment activities.
- Implements, monitors, and adjusts programmatic activities to accomplish the policies established by the faculty in alignment with the delivery and evaluation of the curriculum of all SOPA programs.
- Solicits and obtains, as chief fundraiser for the School, resources, support, and funding to sustain outstanding undergraduate and graduate programs; obtains funding for scholarships, technology, and capital development. Builds financial resources to support the School's academic agenda.
- Creates additional resources for support of distinguished faculty, including more endowed chairs, and for student financial aid.

- Manages all aspects of the School's departments, including resource planning, development of budgets, allocation of resources and management of expenditures.
- Represents the School to constituencies within the University, alumni, prospective and current students, the academic community, and other schools of public affairs. Enhances the local, national, and international visibility of the School through a systematic, sustained effort to promote awareness of faculty members' scholarship, outstanding teaching, and influence on public affairs in a global governance environment. Expands and strengthens existing international partnerships and explores new opportunities for growth.
- Leads informed growth strategies, working with all stakeholders to assure measurable positive results; enhances relationships with alumni, donors, and community leaders. Fosters and develops interdisciplinary collaborations to strengthen ties with other schools within the University.
- Collaborates with Deans throughout the University on governance, institutional structures, and processes, ensuring a high-quality undergraduate program in the social sciences and enhancing interdisciplinary cooperation.
- Consults with and empowers faculty to revise and develop curricula in specific majors. Maintains high standards of teaching, research, and service. Sets priorities and sustains an environment of academic excellence through review and development of curricular, research, and partnership initiatives. Recommends new staff and faculty positions, faculty reappointment, promotion, and tenure.
- Controls the School's excellence for the benefit of the University while drawing on TSU's strengths to create important research and teaching programs. Enhances research and graduate education by strengthening the departmental M.A. and Ph.D. programs.
- Develops a research environment aligned with the mission of the campus; enhances the effectiveness and prominence of the School's educational programs, research activities and outreach programs.
- Ensures student recruitment and retention.
- Oversees appropriate student development and placement programming.
- Demonstrates commitment to students.
- Ensures that suitable standards of student performance are maintained and makes the final decision regarding probation or dismissal of students for unacceptable performance and/or nonprofessional behavior.
- Performs other job-related duties as assigned.

## Opportunities and Expectations for Leadership

The next Dean of the School of Public Affairs will be expected to address the following leadership opportunities, among others:

### **Establish a vision and strategic priorities for the School**

The Dean will invigorate the faculty and staff through the creation of a vibrant vision for the School. The Dean will work alongside faculty, staff, and students to share the unique stories of impact the School is making.

The Dean must develop a cohesive team among the faculty and staff, making all team members feel they are an essential part of the School by seeking their input and continuing to advance a culture based on mutual respect, compassion, and trust. The Dean will help faculty advance the School through promoting excellence in teaching and prioritizing student success in addition to supporting research that impacts communities.

### **Recruit, develop, and retain distinguished faculty, administrators, and staff**

Working in partnership with department chairs and other school leaders, the Dean will develop strategies to recruit and retain a diverse and exceptional faculty, administration, and staff. It will be key for the next Dean to appropriately invest in mentorship and professional development to facilitate individual and collective excellence.

Of paramount importance for the Dean will be to create and maintain an equitable and inclusive environment that allows all faculty, administrators, and staff to thrive. The Dean will ensure faculty are supported and have every opportunity for successful tenure and promotion. To accomplish this, the Dean will develop the infrastructure in the School that supports faculty engagement and scholarly productivity.

### **Increase SOPA's contributions to communities in Houston and globally**

With multiple [institutes and centers](#) in place already, the School has a rich history of lending its considerable knowledge and expertise to finding solutions to the many public policy challenges facing urban communities. The Dean will serve as a prominent and effective advocate for SOPA in the larger community. They will be a leader in elevating the perception of the School not only internally at Texas Southern, but also in the external communities. The University seeks a Dean who will be actively involved in the civic and public life of the University and the community. The Dean is a leading figure in TSU's work to engage local policymakers, non-profits, educational and health systems, governmental agencies, the community, alumni and donors. The next Dean will work to grow and strengthen anchoring opportunities for faculty and students, building on existing community-based projects while also intentionally creating new partnerships and projects that contribute to the strength of communities locally and globally.

### **Advance scholarship and research**

Texas Southern faculty embrace a teacher-scholar model where faculty advance new knowledge and creative activity and integrate their scholarship in the learning experiences of students. SOPA faculty are distinguished scholars who combine practical experience with research and theory, delivering excellence

in teaching to prepare the next generation for successful careers. The School's engaged research addresses topical issues across academic areas of expertise, often shaping policy and actionable solutions while improving the quality of life for people and their communities.

As the University advances its research mission as an R2 institution, research in the School advances communities and society through education and equitable economic and social development. The new Dean should be prepared to identify innovative ways to fund, sustain and build an ongoing commitment to this critical knowledge creation at the School and work to support such efforts. The Dean will play a key role working with faculty, the Provost and other administrators to establish a high standard for scholarly inquiry and productivity.

### **Identify new revenue streams through private philanthropy and other sources**

The Dean bears responsibility for managing the School's resources wisely and productively. The next Dean will be charged with diversifying and creating new sources of revenue. The Dean must be proactive and entrepreneurial in identifying compelling priorities for support and developing productive and enduring relationships with internal and external constituents. To that end, the Dean will actively participate in development efforts to increase private support from individuals, foundations and corporations for initiatives that promote the quality of education, as well as internship and career opportunities for students. The Dean will build new strategic alliances and create a culture of philanthropy among alumni.

## **Professional Qualifications and Personal Qualities**

The new Dean will be an accomplished leader with five or more years of leadership experience in academia or they may have relevant experience in the public or nonprofit sectors. The Dean will be a strong communicator and collaborator, who has shown the ability to work with different disciplines and a range of constituents.

Candidates should possess credentials suitable for the granting of academic tenure within the School, which may include a proven record of high-level leadership in the public or nonprofit sectors. All candidates must show a deep commitment and understanding of the future of higher education within an urban environment.

In addition, the ideal candidate will possess most of the following professional qualifications and personal qualities:

- **Leadership and vision:** The ability to engage constituents to understand the School and collectively envision opportunities for the future. A successful track record of shaping, implementing and assessing a strategic plan through a collaborative approach.
- **Collaboration and commitment to shared governance:** An inclusive, participative and collaborative leadership style. The ability to listen and communicate effectively to build consensus across a diverse range of constituencies. A commitment to transparency and partnership with faculty, staff and students through shared governance. Experience involving faculty, staff and students or

other key stakeholders in decision-making, the ability to communicate decisions and a history of generating consensus.

- **Multidisciplinary orientation:** Evidence of collaborative relationships across diverse academic disciplines. Interest and intellectual curiosity in disciplines beyond one's own. Capacity to understand the issues, opportunities and challenges in unfamiliar areas of study in order to collaborate and advocate on behalf of all areas of the School.
- **Commitment to high-quality pedagogy:** An understanding of various pedagogical approaches and demonstrated support for faculty innovation and development in teaching. A strong supporter of academic freedom in the classroom.
- **Broad and inclusive view of scholarship and research:** Open-minded approach to supporting scholarly and creative research. An appreciation of the diverse forms that intellectual and educational pursuits can take and the value they hold, whether in the classroom, industry or non-profit and public sectors. A strong supporter of academic freedom for faculty in their research and scholarly pursuits.
- **Effective advocacy, interpersonal, and relationship-building skills:** Experience building strong relationships internally with faculty, staff, students, and other constituents, as well as externally with community organizations, corporate partners, educational systems, government agencies, and individual leaders.
- **Ability to manage existing resources and identify new resources:** A record of success aligning resources with priorities to accomplish organizational goals. Demonstrated success in securing new funding through new academic programs, grants, fundraising and other revenue streams.
- **Commitment to student engagement:** A record of commitment to enhancing student engagement and success. An ability and willingness to support and promote faculty-student engagement to enhance the student experience. An understanding of the student populations that Texas Southern serves.
- **Operational and administrative acumen:** Successful administrative and management experience in a higher education environment or in the public or non-profit sectors. Experience managing personnel and complex budgets including facilities, IT and other infrastructure. An ability to empower a team and make informed, principled decisions.
- **Adaptability and agility:** An ability to lead and manage multiple initiatives and projects simultaneously and effectively. The capacity to pivot, change frames and respond nimbly to an ever-changing environment.



## About Texas Southern University

### Overview

Since its inception in 1927, Texas Southern University has been highly regarded as a premier producer of diverse talent. It has grown from 300 students in its first summer to serving approximately 8,500 students today. TSU's student body represents a wide range of backgrounds and experiences, including family educational history (39% are first-generation students), socioeconomic status (72% are Pell-eligible students) and nationality (2% are international).



Texas Southern is a comprehensive doctoral university offering a diverse academic portfolio with over 100 undergraduate, graduate and professional programs and concentrations organized into ten academic colleges and schools. Accredited by the Southern Association of Colleges and Schools, TSU honors its designation as a special-purpose institution for urban programming and research. TSU is one of 11 Historically Black Colleges and Universities (HBCUs) to hold the Carnegie Classification of Institutions of Higher Education's coveted status as a Doctoral University of High Research Activity (R2). Its research prowess is demonstrated by grant awards increasing 48% over the past two fiscal years.

In 2022, the Board of Regents announced a 10-year vision and TSU PROUD initiative to articulate the University's core values. It is through those core values that the regents believe TSU can reach both short- and long-term goals. The short-term goals include growth in student enrollment to 10,000, a \$125 million endowment and \$50 million in research awards by 2025. The long-term goals include a \$250 million endowment, \$100 million in research awards and three branch campuses by the year 2032.

TSU's 150-acre campus is nestled in the heart of Houston's historic Third Ward, just minutes from downtown. The TSU Tigers have women's and men's teams competing in intercollegiate athletics at the NCAA Division I FCS level. TSU has been a member of the Southwestern Athletic Conference (SWAC) since 1954.

## Barbara Jordan-Mickey Leland School of Public Affairs

The Barbara Jordan-Mickey Leland School of Public Affairs has three academic departments Administration of Justice, Political Science, and Urban Planning & Environmental Policy. Through the latter departments are conferred undergraduate, masters, executive masters and Doctor of Philosophy degrees. The School offers three undergraduate degrees and five graduate degrees. At the undergraduate level: the Bachelor of Science (B.S.) in Public Affairs, the Bachelor of Science (B.S.) in Administration of Justice and the Bachelor of Arts (B.A.) in Political Science. At the graduate level the Master of Public Administration, Master of Administration of Justice, Doctor of Philosophy in Administration of Justice, Master of Urban Planning and Environmental Policy and Doctor of Philosophy in Urban Planning and Environmental Policy are offered. In addition to course and degree offerings, students with majors in other departments may declare minors in the four disciplines offered through this unit: Administration of Justice, Political Science, Public Affairs and Military Science.

The Barbara Jordan-Mickey Leland School of Public Affairs has a reputation as a comprehensive center for sound academic research. Scholars focus on a broad range of topics, including voting behavior, American foreign policy and international relations, political communication, criminal justice attitudes and behavior, police violence, environmental justice, race and crime, race and governance, policy studies, leadership, E-government, homeland security, urban transportation, housing and community development, Diaspora studies, environmental planning, economic development and the fiscal responsibility of urban governments.

### Departments

[Administration of Justice](#)

[Political Science and Public Administration](#)

[Urban Planning and Environmental Policy](#)

### Centers and Units

**Barbara Jordan Institute:** The [Barbara Jordan Institute for Policy Research \(BJI\)](#) is a non-partisan and unbiased institution dedicated to research that focuses on finding solutions to the many public policy challenges facing urban communities at the local, regional, national and global scales of governance.

**Mickey Leland Center:** The mission of the [Mickey Leland Center on Hunger, Poverty and World Peace](#) at Texas Southern University is to serve as a state and national resource for information on the problems of global hunger and peace. Most recently this mission has been expanded from The Mickey Leland Center.

**Forensic Science Learning Lab:** The mission of the [Forensic Science Learning Lab \[FSLL\]](#) is to provide education and training for TSU students, traditional and non-traditional, to prepare them for careers in the field of forensic science and to provide training opportunities for current practitioners in the field to expand and update their knowledge and skills.

**Center for Justice Research:** The [Center for Justice Research](#)'s mission is to reduce mass incarceration through targeted, culturally-responsive, evidence-supported solutions and strategic engagements.

**The Bullard Center:** The [Robert D. Bullard Center for Environmental and Climate Justice](#) at Texas Southern University combines scholarship and action to dismantle systemic inequality and structural racism that cause disproportionate pain, suffering and death in Black and other people of color communities.

**Housing and Community Development Policy Center:** Center of Excellence for Housing and Community Development Policy Research.

## Mission

The mission of the Barbara Jordan-Mickey Leland School of Public Affairs is to serve as an urban-focused community of learning dedicated to educating professionals who will plan and administer environmentally healthy and sustainable communities at the local, state, national and international levels of society.

## Vision

The vision of the Barbara Jordan-Mickey Leland School of Public Affairs is to become a nationally and internationally recognized school of global and urban affairs dedicated to building and maintaining an intellectually challenging and stimulating educational environment that encourages inquiry, scholarly production, ethical behavior and social growth and discipline.

## Leadership

### **Carl B. Goodman, Ph.D., Provost and Senior Vice President for Academic Affairs**

Dr. Carl Goodman began his appointment as Provost and Senior Vice President for Academic Affairs on July 1, 2023.

Prior to joining Texas Southern, Dr. Goodman served as the Provost and Vice President for Academic Affairs at Bowie State University (BSU). Prior to that, Dr. Goodman served as Associate Provost for Academic Affairs and Student Services at Florida A&M University (FAMU). He enjoyed more nearly 30 years of a distinguished career in teaching, research, and service in FAMU's flagship program, the College of Pharmacy and Pharmaceutical Sciences, recognized as a top five pharmacy program in generating U.S. patents. As Assistant Dean for Research and Graduate Studies and as the Pharmaceutical Sciences Division Director, he restructured a vibrant graduate program through faculty development, key hires, and student recruitment. He also developed a new Bachelor of Science program in the pharmaceutical sciences in the College. Dr. Goodman has a strong track record in securing grants, with more than \$39 million in research and student training grants awarded to strengthen FAMU's research capacity and infrastructure.

Additionally, Dr. Goodman has extensive experience as a researcher on grant-funded programs and is passionate about providing research opportunities for undergraduates, graduate students and faculty. As co-principal investigator for the FAMU Research Centers in Minority Institutions Program, he directed a \$14.8 million grant from the National Institutes of Health (NIH) and the National Institution for Minority Health and Health Disparity. He has co-authored or authored more than 39 peer-reviewed articles. His research interests include the molecular and cellular basis of opioid tolerance and addiction.

Dr. Goodman holds a Ph.D. in pharmacology/toxicology from Florida A&M University and a B.S. in biology and psychology from Jacksonville University. He was a postdoctoral NIH fellow at the National Institute of Drug Abuse.

## Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Texas Southern University in this search. For fullest consideration, candidate materials should be received by **April 4, 2025**.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Christine Pendleton and Bree Liddell  
[TSUDeanSOPA@wittkieffer.com](mailto:TSUDeanSOPA@wittkieffer.com)

*It is the policy of Texas Southern University to provide a work environment that is free from discrimination for all persons regardless of race, color, religion, sex, age, national origin, individuals with disability, sexual orientation, or protected veteran status in its programs, activities, admissions or employment policies. This policy of equal opportunity is strictly observed in all University employment-related activities such as advertising, recruiting, interviewing, testing, employment training, compensation, promotion, termination, and employment benefits. This policy expressly prohibits harassment and discrimination in employment based on race, color, religion, gender, gender identity, genetic history, national origin, individuals with disability, age, citizenship status, or protected veteran status. This policy shall be adhered to in accordance with the provisions of all applicable federal, state and local laws, including, but not limited to, Title VII of the Civil Rights Act.*