SEARCH PROFILE:
VICE PRESIDENT FOR BUSINESS AND FINANCE AND CHIEF FINANCIAL OFFICER

Texas Southern University
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THE OPPORTUNITY

Texas Southern University (TSU) President Lesia Crumpton-Young invites candidates for the position of Vice President for Business and Finance and Chief Financial Officer (VPBF/CFO). The University is in search of a financial visionary who can not only lead the budgetary operations of the institution but also proactively seek opportunities to continue to advance TSU in areas of academic programming, industry partnerships, and as a leading HBCU.

As part of the President’s Executive Cabinet, the VPBF/CFO will oversee the finances of the university and supervise financial leadership, such as the Treasury and Budget. The VPBF/CFO will possess the knowledge and experience of traditional accounting and budgeting practices within higher education, as well as the ability to improve financial processes and practices, motivate and empower staff, and engage in university investments that support the short-term and long-term goals of the university.
OVERVIEW AND HISTORY OF TEXAS SOUTHERN UNIVERSITY

Texas Southern University is situated in the heart of America’s fourth-largest city, Houston; a vast, teeming metropolis characterized by a diverse population, a vibrant business climate, an outstanding performing, and visual arts community, and almost unparalleled quality of life. While maintaining its position as the world’s energy capital, in recent years Houston has experienced a transformation into a global leader.

Located near the heart of downtown Houston, TSU was founded as a public, co-educational, historically Black University. Originally established as Houston Colored Junior College, in 1927, the institution first received accreditation in 1931 by the Association of Colleges and Secondary Schools and was approved by the Southern Association of Colleges. In the summer of 1934, the Houston School Board changed the junior college to a four-year college and the name to Houston College for Negroes. In 1936, sixty-three individuals became members of the first graduating class. The college operated this way until the summer of 1943, when it formally added a graduate program. In the spring of 1945, the Houston Independent School District severed its relationship with Houston College for Negroes, and thereafter all management of the college was vested in a Separate Board of Regents.

In February of 1946, Heman Marion Sweatt, an African American Houston mail carrier, applied to enroll in the law school at the University of Texas. Because Texas was one of the segregated states, Sweatt was denied admission and later filed a suit against the University of Texas and the State of Texas with the support of the NAACP. In response, believing the separate but equal doctrine would carry the day, the Texas Legislature passed Senate Bill 140 on March 3, 1947, providing for the establishment of a Negro law school in Houston and the creation of a university to surround it. This bill was complemented by House Bill 788, which approved $2,000,000 to purchase a site near Houston to house this new college and support its operation. Texas law makers initially considered Prairie View A&M College as the location of this new Law School. However, on June 14, 1947, the decision was made to use the site of Houston College for Negroes, with its new campus at the center of a large and fast-growing black population. Thus, a new law school for Negroes of Texas and Texas State University for Negroes was born. On June 1, 1951, the name of this new university for Negroes was changed from Texas State University for Negroes to Texas Southern University after students petitioned the state legislature to remove the phrase “for Negroes.”
Texas Southern University is one of only two independent public universities in Texas (those not affiliated with any of Texas’ seven public university systems) and is one of the nation’s largest historically black colleges and universities (HBCUs) and the only HBCU in Texas recognized as one of America’s Top Colleges by Forbes magazine.

Campus facilities have grown from one permanent building and several temporary structures in 1947 to 45 buildings on a campus that sits on 150 acres of land. The University boasts three professional schools, a music recital hall acclaimed for its acoustics, a performance theater, a health and physical education complex with a 7,200-seat arena, a radio station, several dormitories, and a variety of apartment-style living and recreational facilities. Current TSU assets exceed $250 million.

With a student enrollment over 7,500 students, TSU provides a first-class educational experience, offering over 120 baccalaureate, masters and doctoral degree programs in ten schools and colleges, to students of diverse backgrounds, cultures and levels of scholastic achievement and is the leading producer of college degrees to African Americans and Hispanics in Texas, ranking 4th in the United States in doctoral and professional degrees conferred to African Americans. The university is also a member-school of the Thurgood Marshall College Fund.

MISSION, VISION, AND CORE VALUES

Mission
Texas Southern University is a student-centered comprehensive doctoral university committed to ensuring equality, offering innovative programs that are responsive to its urban setting, and transforming diverse students into lifelong learners, engaged citizens, and creative leaders in their local, national, and global communities.

Vision
Texas Southern University is one of the nation’s preeminent comprehensive urban universities recognized by the excellence of our programs, the quality of our instruction, and our innovative research. We are committed to being a contributing partner to our community, state, nation, and world.
Core Values
The TSU Board of Regents announces a 10-year vision and TSU PROUD initiative to articulate the university’s core values. It is through those core values, which the Board adopted at its February meeting, that the Regents believes Texas Southern University can reach both short- and long-term goals. Those 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 is poised for tremendous growth in the immediate future, and for years to come. Focusing on these core values that all point back to a student-centered approach to success in all areas of academics, research, and growth will enable us to position the University as one of the best universities in Texas and the country.”
—Board of Regents Chairman Albert H. Myres.

T - TEAMWORK is our strength. We, at TSU, believe that working together, we achieve more.
S - STUDENT SUCCESS, FIRST in everything we undertake; if students see it, they can do it.
U - UNPRECEDENTED in our resolve to succeed and be ACCOUNTABLE for what we do.
P - PROUD to be an INDEPENDENT, URBAN UNIVERSITY, committed to SERVING OUR STUDENTS & COMMUNITY.
R - RESEARCH-DRIVEN and resolved in our commitment to COLLABORATION and EXCELLENCE.
O - OPTIMISTIC in our ability to be INNOVATIVE AND ENTREPRENEURIAL in deriving and advancing new ideas.
U - UNITED in everything we do, UNBEATABLE at what we do, and UNRELENTING in our approach to progress.
D - DISTINCT in our academic programs and in DIVERSITY of thought.
PRESIDENT

Dr. Lesia L. Crumpton-Young is the 13th President of Texas Southern University (TSU). During the span of her three-decade career in academia, President Dr. Crumpton-Young has been recognized for her transformational leadership skills and excellent record of working with teams to achieve unprecedented success at an accelerated pace. She is passionate about advancing research as well as economic and community development, and ensuring student academic, professional, and personal success.

President Dr. Crumpton-Young’s academic career began at Texas A&M University, where she earned B.S., M.S., and Ph.D. degrees in Industrial Engineering. President Dr. Crumpton-Young holds the distinction of being the first African American woman to earn a Ph.D. in Engineering from Texas A&M and is one of the first African American women in the United States to reach the rank of Full Professor in Engineering. President Dr. Crumpton-Young also earned an M.B.A. from Tennessee State University.

Before rising to President of TSU, Dr. Crumpton-Young excelled in several leadership capacities, most recently as Provost and Senior Vice President for Academic Affairs for Morgan State University. Dr. Crumpton-Young’s tenure at Morgan State was highlighted by significant increases in research funding as well as the development of new, forward-thinking degree programs. Dr. Crumpton-Young also served as Vice President for Research and Institutional Advancement at Tennessee State University, where her service resulted in over $225M in research awards over a four-year period, as well as meaningful improvements in Tennessee State’s national research ranking.

Additionally, Dr. Crumpton-Young orchestrated a $450M initiative at Tennessee State to create a 90-acre research and innovation mixed-use district. As Program Director at the National Science Foundation, Dr. Crumpton-Young managed an annual portfolio of $90M in research funding and diversified the portfolios of supported universities. Dr. Crumpton-Young also served as Associate Provost at Texas A&M University, Associate Dean of Engineering at Mississippi State University, and Professor and Chair of the Industrial Engineering and Management Systems Department at the University of Central Florida, prioritizing research excellence at every step.

A lifelong learner, President Dr. Crumpton-Young continues to study, research, and publish in her areas of expertise. President Dr. Crumpton-Young has published over 100 scholarly articles, exploring topics such as human-factors engineering, human systems modeling, and production engineering. President Dr. Crumpton-Young has served as Principal Investigator on numerous innovative research initiatives supported by agencies including the National Science Foundation, Office of Naval Research, NASA, and Department of Education.

GOVERNANCE

TSU is governed by a system of shared governance. The President and her Cabinet are joined with a faculty senate and nine-member Board of Regents, plus a student appointed annually by Regents as well as the Faculty Senate and the Faculty Assembly.
ACADEMICS

STUDENTS AND FACULTY

FACTS AT A GLANCE

TOTAL OPERATING BUDGET FOR YEAR 2022
$200,102,253

TOTAL STUDENT HEADCOUNT: FALL 2021 = 7,524

GENDER

AVERAGE AGE:
UNDERGRAD
22.6
GRADUATE
32.9
LAW
27.1
PHARMACY
28.8

DEMOGRAPHICS

RACE ETHNICITY

TOP FIVE STATES

THE ROAD TO TIGERLAND

TOP FIVE COUNTRIES

TOP TEN MAJORS

1. BIOLOGY
2. BUSINESS | ADMIN/MGMT
3. LAW
4. PSYCHOLOGY
5. ADMINISTRATION OF JUSTICE
6. GENERAL STUDIES
7. PHARMACY
8. MARKETING
9. KINESIOLOGY/ATHLETIC TRAINING
10. RADIO, TV & FILM

TOP TEN DEGREES

1. LAW
2. BUSINESS | ADMIN/MGMT
3. GENERAL STUDIES
4. ADMINISTRATION OF JUSTICE
5. PHARMACY
6. BIOLOGY
7. HEALTH
8. PSYCHOLOGY
9. HEALTHCARE ADMINISTRATION
10. PUBLIC AFFAIRS | ADMIN

THE ROAD TO TIGERLAND

TOP FIVE STATES

THE ROAD TO TIGERLAND

TSU STAFF | FALL 2021
759 TOTAL STAFF
742 FULL-TIME
17 PART-TIME

TSU FACULTY | FALL 2021
274 TENURED/TENURE-TRACK
375 NON-TENURED
649 TOTAL

SEARCH PROFILE: Vice President for Business and Finance and Chief Financial Officer
ACADEMICS (CONT.)

COLLEGES AND SCHOOLS
TSU has 10 Colleges and offers undergraduate and graduate degrees

- Jesse H. Jones School of Business
- Thurgood Marshall School of Law
- College of Pharmacy and Health Sciences
- College of Education
- College of Science, Engineering and Technology
- College of Liberal Arts and Behavioral Sciences
- School of Communications
- Barbara Jordan Mickey-Leland School of Public Affairs
- The Graduate School
- Thomas F. Freeman Honors College
- Office of Continuing Education, including the Weekend College

ACCREDITATION
Texas Southern University is accredited by the Southern Association of Colleges and Schools and received reaffirmation of accreditation on Dec. 4, 2020.

Individual accreditations per Colleges, Schools, and Programs are as follows:

- College of Science, Engineering and Technology (ATMAE)
- College of Education (NCATE)
- College of Pharmacy and Health Sciences
  - The Doctor of Pharmacy Program (ACPE)
  - The Clinical Laboratory Science (Medical Technology) Program (NAACLS)
  - The Environmental Health Program (EHAC)
  - The Health Information Management Program (CAHIIM)
  - The Respiratory Therapy Program (CoARC)
  - The Health Administration Program (AUPHA)
- Jesse H. Jones School of Business (AACSB)
- The Barbara Jordan - Mickey Leland School of Public Affairs - Master of Public Administration (MPA) Program (NASPAA)
- Urban Planning and Environmental Policy Program – Master of Urban Planning and Environmental Policy (PAB)
STUDENT LIFE

TSU has a rich array of student life opportunities, which include:
- Campus Organizations
- Cheerleading
- Ocean of Soul Band
- Student Government
- Debate Team
- Royal Court
- Tiger Sensations
- PALS
- The Herald – Student Publication

ATHLETICS

TSU is home to award winning men’s and women’s athletics teams, competing on the NCAA Division 1 level. In 2021, the TSU Department of Athletics was one of 13 NCAA Division I institutions to receive a $100,000 NCAA Accelerating Academic Success Program grant for the 2021-22 academic year. This marks the fourth time TSU has received the award.
TSU is proud of its many distinguished alumni. Outstanding alumni include:

**Barbara Jordan** – American lawyer, educator, and politician who was a leader in the Civil Rights Movement. She was the first African American elected to the Texas Senate after Reconstruction and the first Southern African American woman elected to the United States House of Representatives.

**Al Green** – American lawyer and politician who currently serves in United States House of Representatives for Texas’ 9th congressional district since 2005. He received a Juris Doctor degree in 1974 from Thurgood Marshall School of Law at Texas Southern University. After law school, Green co-founded the law firm of Green, Wilson, Dewberry, and Fitch. In 1978, Green was elected justice of the peace in Harris County, Texas and held this position for 26 years.

**Mickey Leland** – Antipoverty activist who served in the Texas State House of Representatives and Senate for six years, later elected to the United States House of Representatives for the Texas 18th District from 1978 – 1988 and named to serve as Freshman Majority Whip in his first term U.S. congressional term, and later served twice as At-Large Majority Whip. Leland was also chair of the Congressional Black Caucus.

**Yolanda Adams** – American Grammy Award-winning gospel singer, actress, host of her own nationally syndicated morning gospel show, and one of the best-selling gospel artists of all time, having sold nearly 10 million albums worldwide. She was the first Gospel artist to be awarded an American Music Award and was inducted into the Black Music & Entertainment Walk of Fame in 2022.

**Rodney Ellis** – American lawyer and politician who represented Texas’ 13th State Senate district in the Texas Senate for 26 years passing 700 pieces of legislation and earning praise for his leadership on increasing access to college for high-achieving Texas students, championing criminal justice reforms to protect the innocent and fighting to provide quality, affordable health care to the most vulnerable Texans. He was later elected as the Commissioner for Harris County Commissioners Court Precinct 1 in 2016.

**Michael Strahan** – Former professional American National Football League player and Super Bowl champion, having a 15-year career solely with the New York Giants and inducted into the Pro Football Hall of Fame in 2014. He is television personality and journalist who continues to do charity work that benefits youth and community development, among other causes.
PARTNERSHIPS

Texas Southern University is active in creating partnerships within the community and local industries to ensure the success of TSU students, programs, and be an institutional leader in innovative programs and partnerships.

PRESIDENT’S TIGER BALL

Presented by the TSU Foundation Board, the President’s Tiger Ball serves as TSU’s largest fundraiser for student scholarships and programs. “Texas Southern University’s partners have demonstrated a willingness and readiness to invest in the success of our students who are pursuing their education on our historic campus. That investment will undoubtedly assist our community of scholars in achieving their academic and career goals and fortify the mission and values of TSU, which is to transform lives.” - - TSU President Dr. Lesia L. Crumpton-Young.

SOUTHWEST AIRLINES

In 2022, Texas Southern University became the first HBCU to partner in Southwest’s Destination 225° pilot recruitment program. On a compass, 225° is the southwest directional heading, and the carrier developed Destination 225° to lead aspiring pilots to Southwest Airlines. Texas Southern University, with its groundbreaking Aviation Science & Technology program, is the only school in Texas that offers a combined Bachelor of Science degree in Aviation Science Management and, beginning just six years ago, a Bachelor of Science degree as a Professional Pilot.

THE HOUSTON TEXANS

The Houston Texans and Texas Southern University announced a two-year partnership that will positively impact the Houston community by creating opportunities for student-athletes both on the field and in the classroom.

The partnership will focus on three core initiatives including improving athletic facilities, funding scholarship opportunities for female student-athletes, and student, faculty, and staff engagement. Over the next two years, the Texans will:

• Donate the team’s artificial playing surface from NRG Stadium
• Support football field house improvements that will assist with recruiting top-tier student-athletes to TSU
• Award scholarships to five female student-athletes each year
• Create opportunities and programming that will provide access to professional development, internships and mentoring for TSU students, faculty, staff and athletics leadership

FINANCE

TSU has established institutional financial sustainability which it seeks to maintain and advance through innovative, transparent, and ethical stewardship of the institution’s resources. The 2021 Annual Financial Report can be viewed here: TSU 2021 Annual Financial Report.
The Vice President for Business and Finance and Chief Financial Officer serves as the primary finance executive for Texas Southern University. The VPBF/CFO oversees the Division of Finance and Administration and the university’s operating budget of $200,102,253, as well as the Departments of Public Safety, Information Technology, Facilities, and Human Resources, while also supporting innovation in academic programs.

The VPBF/CFO is responsible for providing executive management for the business and administration operations of the university including financial planning, budgeting, accounting and business operations, financial controls, procurement, contracts, and investments. The VPBF/CFO should be familiar with the scope of financial practices within higher education and strive to further the University’s mission and move TSU forward with sustained effort in the following areas:

**Advance Institutional Finances and Resources:**
Texas Southern University is well positioned financially and is seeking to advance its existing finances and resources. The VPBF/CFO will be an individual whose leadership perspective will extend beyond the traditional role of finance and operations oversight and will understand fiscal nuances and how to leverage the institution’s current fiscal strength, allowing TSU to flourish. In addition to developing short- and long-term budget plans, the VPBF/CFO will forecast budget and resource requirements years out in consideration of the needs of campus-wide stakeholders, local community leaders, and industry partners as well as investments and partnerships.

**Ensure Comprehensive and Effective Internal Operations:**
The day-to-day operations of the campus will be greatly assisted through streamlined methods/systems that are clear and navigable and allow processes to meet the speed of business at TSU. A key role of the VPBF/CFO will be to assess current campus policies and practices seeking to make them compliant and functional in use, utilizing technology to automate processes as appropriate. Included in this will be succession planning for finance department staff and leadership to ensure there are no gaps which impede TSU progress.

**Educate and Inform:**
University budget processes can be complex. TSU has a tradition of transparent budget communication. The VPBF/CFO will value budget and financial management education, sponsoring training and development of staff, faculty, and administrators, providing an understanding of the budgetary and funding sources. The VPBF/CFO will also implement process re-design on campus to bring forth new and exciting initiatives.

**Support Institutional Research:**
TSU is an active R2 research institution. The VPBF/CFO should understand institutional research funding practices and needs to support continuous institutional research efforts. The VPBF/CFO will also contribute to the institutional goal of achieving R1 status.
REQUIRED AND DESIRED QUALITIES AND CAPABILITIES

REQUIRED QUALIFICATIONS

- Advanced degree related to accounting, business, or finance, from an accredited institution (CPA preferred)
- 5-10 years of relevant experience

DESIRED QUALITIES AND CAPABILITIES

- Excellent analytical and problem-solving skills and business acumen, demonstrated through previous work experience and accomplishments
- Accounting knowledge and experience in higher education
- Experience working in financial leadership, preferably within public higher education
- Strong understanding of financial practices, policies, and structures within a public university
- Visionary who can forecast budget and institutional needs and bring new and innovative financial opportunities to TSU
- Ability to implement ideas and new processes to move institution forward in efficiency and achievements
- Understands investment policies and bond industry within public higher education
- Evidence of understanding the financial requirements for moving from an R2 to an R1 institution
- Thorough knowledge (ability to quickly acquire knowledge) of State of Texas HUB policies
- Able to calmly work in fast-paced environment with competing priorities
- Knowledge of HBCU culture
- Excellent oral and written communication skills; listening skills
- Understanding of technology resources used for finance in higher education
- Commitment to succession planning to ensure proper staffing levels
- Ability to lead/execute institutional financial plans with agility and entrust decision making to direct reports
- Excellent interpersonal skills
- Prepared to provide stewardship of university funds with the flexibility needed to support institutional projects, research, and investments.
- Agility in balancing needs of the institution and current processes to meet speed of business of TSU and President’s goals
- Accountable and transparent
- Ability to communicate well with the university community regarding financial matters
- Ability to represent the University across a wide range of stakeholders including donors and supporters
- Highest standards of integrity, ethics, and performance
- Can translate data, provide analysis, and communicate a strategic vision to board members and individuals across the organization
APPLICATION AND NOMINATION PROCESS

Application materials should include a cover letter addressing the desired qualities and capabilities and leadership characteristics listed in the position profile, a current, long-form resume or curriculum vita (showing relevant administrative responsibilities and accomplishments) and the names, phone numbers and addresses of at least five professional references, with an indication of the candidate’s relationship to each reference. References will not be contacted until a later stage in the search, and only with the candidate’s foreknowledge.

The position is open until filled but only applications received by June 21, 2022, can be assured full consideration. Applications, nominations, and expressions of interest can be submitted electronically, and in confidence, to: TSUFinance@academicsearch.org.

Confidential discussions about this opportunity may be arranged by contacting the Senior Consultant for this search, Dr. Shirley R. Pippins at shirley.pippins@academicsearch.org.

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.
ABOUT ACADEMIC SEARCH

Academic Search is assisting the Texas Southern University in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit www.academicsearch.org.

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