

## AGENDA

---

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS  
Virtual Special Called Meeting**

Date: Tuesday, December 19, 2023  
Time: 12:30 PM  
Place: Texas Southern University - Library Learning Center, 5th Floor, 3100 Cleburne Street,  
Houston, TX 77004

---

Chair: Brandon L. Simmons  
Vice Chair: James M. Benham  
Second Vice Chair: Stephanie D. Nellons-Paige  
Secretary: Marilyn A. Rose

---

**I. Call to Order**

**II. Roll Call**

**III. Conflict of Interest**

**IV. Personnel and Litigation**

**Presenters: Regent Caroline Baker Hurley & Mr. Charlie T. Nhan, Acting General Counsel**

IV.A. Request Approval to Appoint and Negotiate and Execute Employment Agreement with the  
Head Football Coach

Action Requested: Approval

IV.B. Request Approval/Ratification to Appoint the Chief of Staff

Action Requested: Approval

**V. Executive Session**

V.A. Texas Government Code - Section 551.071 - Consultation with University Attorneys on any  
matter in which the duty of the attorneys to the governmental body under the Texas Disciplinary  
Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open  
Meeting Act, including any matter listed on this notice/agenda, pending or contemplated  
litigation, and proposed settlement agreements.

V.B. Texas Government Code - Section 551.072 - Deliberations concerning Purchase, Lease or  
Value of Real Property.

V.C. Texas Government Code - Section 551.073 - Deliberations about Negotiated Contracts for  
Prospective Gifts or Donations.

V.D. Texas Government Code - Section 551.074 - Personnel Matters: Deliberations Concerning the Appointments, Duties, Responsibilities, Evaluations or Dismissal of Personnel (including but not limited to the Regents, Interim President, General Officers, and Executive Management Employees).

VI. **Reconvene in Open Session to Consider Actions on Executive Session Items as Necessary**

VII. **Adjourn**

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Personnel and Litigation

**ITEM:** Request Approval to Appoint and Negotiate and Executive Employment Agreement with the Head Football Coach

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

Approval is Requested to Appoint and Negotiate and Execute Employment Agreement with Head Football Coach Position. The position is vacant as of December 16, 2023.

The contract term is four years.

**SUPPORTING DOCUMENTATION:** BOA0001453

**FISCAL IMPACT:** \$313,000 (Annual Base Salary) and perquisites  
Budget: 1610-12220-7010-60

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



ACTING GENERAL COUNSEL



INTERIM CHIEF FINANCIAL OFFICER



INTERIM PRESIDENT

12/11/2023

DATE

12/11/2023

DATE

12/12/2023

DATE

**COMMITTEE:** Personnel and Litigation

**ITEM:** Request Approval to Appoint and Negotiate the Employment Contract  
for Head Football Coach

**FISCAL NOTE:** \$313,000  
FOAP: 1610-12220-7010-60

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Personnel and Litigation

**ITEM:** Request Approval/Ratification to Appoint the Chief of Staff

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

Approval is requested to appoint Kia Harper as Chief of Staff.

Ms. Harper has twenty-five years of administrative experience in education, with approximately seven years in higher education administration and eighteen years as an administrator in secondary education. Kia Harper served in administrative roles, including Executive Director of Presidential Initiatives, Special Assistant to the Provost, Dean of Students, Adult Basic Education Administrator and Principal in Secondary Education.

Kia Harper is currently pursuing a Doctor of Philosophy in Education at Morgan State University, obtained a Master of Education from Goucher College and a Bachelor of Science from the University of Maryland-Baltimore County (UMBC).

**SUPPORTING**

**DOCUMENTATION:** Curriculum Vitae

**FISCAL IMPACT:** Base Salary \$154,300  
Budget: 0001-11001-7010-30677

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



12/11/2023

**ACTING GENERAL COUNSEL**

**DATE**



12/11/2023

**INTERIM CHIEF FINANCIAL OFFICER**

**DATE**



12/11/2023

**INTERIM PRESIDENT**

**DATE**

**COMMITTEE:** Personnel and Litigation

**ITEM:** Request Approval/Ratification to Appoint the Chief of Staff

**FISCAL NOTE:** \$154,300  
FOAP: 0001-11001-7010-30677

# Kia J. Harper, M.Ed.

[KiaJHarper@gmail.com](mailto:KiaJHarper@gmail.com)

---

## Higher Education Leadership/Administration & Supervision/School Improvement

---

Offering 25 years of progressive experience in urban educational leadership and seven (7) years in higher education administration, contributing to the strategic planning of organizations, supporting student and community engagement, enhancing operational effectiveness, developing programs, policies, and initiatives, and

Demonstrated capacity for facilitating consensus-building within educational organizations to promote intentional change management while building a cohesive and collegial team environment.

Possess a high level of intercultural competence, with a targeted focus on inclusivity, belonging, and advocacy, including professional colleagues of color, LGBTQIA+ population, and other marginalized populations.

### *Core competencies include:*

- Philosophy, Mission, & Vision Setting
- Strategic Plan & Self-Study Development
- Policy Design & Implementation
- Organizational Restructuring / Operational Systems
- Interpersonal Skills / Relationship Building
- Family & Community Engagement
- Budget Oversight & Business Process Enhancement
- Adolescent & Emerging Adult Development
- Urban Secondary Education Administrative Best Practices
- Adult Education & Andragogical Strategies
- Change Management & Leadership Development
- Technology Integration

---

## PROFESSIONAL EXPERIENCE

---

TEXAS SOUTHERN UNIVERSITY, Houston, TX

*Acting Chief of Staff* (July 2023 – Present)

- Serves as a key member of the president's executive team, defines, and supports the vision and mission of the university. Anticipates the needs of the president and provides daily updates and advisement on strategic priorities. Makes high-level decisions on a regular basis. Suggests problem-resolution approaches and procedures and then acts independently to implement solutions.
- Acts as the president's representative and ambassador to internal and external constituents. Liaises with university leadership and with key executive leadership at affiliated institutions. Facilitates communication and works closely with the leadership and executive management teams of other schools and affiliated corporate and community partners.
- Prepares, reviews, processes, and distributes official communication at the direction of the president to facilitate workflow and document management.
- Provides leadership and serves as the president's office liaison to various offices of faculty, staff, and student development, individual departments, and campus units to promote culture change at the university. Works closely with offices to ensure progress according to established goals and objectives.
- Supports the president in interactions with the executive cabinet to ensure alliance with strategic planning and proper investments and support.
- Provides leadership mentoring and coaching for students, faculty, and staff, as needed.
- Actively monitor the university's financial performance and assess various long-range financial plans with the president to ensure alignment with the strategic plan. Creates and interprets various financial and strategic reports.
- Actively monitors the university's attainment of enrollment goals and student success outcomes.

- 
- Conducts research for the president on an array of topics and for a breadth of constituents. Tracks, monitors, and follows the progress of projects, action items, and strategies that emanate from meetings. Develops memos, communiques, and correspondence on behalf of the president.
  - Consults with university administrative leadership for purposes of revising administrative structures and assisting with job descriptions, candidate selection, and interviewing processes.
  - Plans the agenda for the executive cabinet and executive management teams in concert with the president and oversees follow-up as needed.
  - Provides independent analysis and removes barriers to ensuring priority initiatives and projects are executed and communicated to the TSU internal and external stakeholders.
  - Directs and oversees high-level projects and events initiated by the president and communicates progress to the president and other members of the executive team.
  - Manages the Office of the President. Develops, implements, and oversees professional administrative processes and workflows to have an effective and efficient functioning of the president's office.
  - Serves a critical role in defining and prioritizing the allocation of the president's time.
  - Ensures all internal and external requests/inquiries are handled efficiently and in a timely manner and tracks progress until matters are resolved.
  - Maintains accurate and confidential files data and other records.
  - Leads and works closely with the president related to legal, compliance, strategic communication development, and the Department of Public Safety.
  - Facilitates resolution of matters requiring the president's attention.
  - Participates with the executive and other senior officers in strategic planning and problem resolution affecting major segments of the university. Ensures matters requiring the attention of executive leaders are thoroughly developed, researched, and evaluated.
  - Creates and maintains planning to cascade communications when representing the president on projects and in meetings, striving to keep the president and the executive team informed.
  - Serves as a primary liaison for the president with university officials and community leaders on strategic and operational matters pertaining to the specific area of institutional interest. Supports executives with issues related to faculty, staff, students, and public affairs.
  - Manages critical initiatives and programs designed to support institutional goals and achieve the university's mission and strategic vision across multiple divisions; ensures that constituent representatives are kept appropriately informed of project activities and are encouraged to participate as appropriate.
  - Recommends and participates in the development of university policies and procedures; Serves on university planning and policy-making committees.
  - Builds and maintains successful working relationships with senior officials and coordinates with a wide range of offices, staff, and stakeholders, internal and external to the University.
  - Gathers, investigates, researches, analyzes, and/or studies information affecting university-wide, intradepartmental, or interdepartmental operations.
  - Works with the financial leadership to develop business plans related to a wide range of projects; Leads committees to include responsibility for budget development and management.
  - Anticipates, identifies, and troubleshoots issues of concern or significance. Exercises discretion to provide timely information and necessary updates across multiple stakeholders. Responds to inquiries as delegated by the President.
  - Oversees the direct or indirect supervision of assigned personnel within the president's organizational units and strives to ensure all organizational units reporting to the executive are aligned with overall university policies, goals, and mission.
  - Ability to take on additional, job-related duties or activities as assigned by the president.

---

TEXAS SOUTHERN UNIVERSITY, Houston, TX

***Executive Director of Presidential Initiatives & Special Projects*** (August 2021 – Present)

Provides visionary leadership, operational management, and development to the campus community by executing or enhancing the primary initiatives of the President, supporting Vice Presidents and other cabinet members with special projects, and developing operational systems to strategically meet the annual and long-term goals and priorities of the University | Supervises, manages, and evaluates the Office of the President assistant staff | Identifies, troubleshoots, and implements resolution standards for issues from faculty, staff, and students.

***Selected accomplishments:***

- Manages all executive transformative and transactional operations of the Office of the President, both internally and externally, serving as the executive focal for the President.
- Supports management and prioritization of the President's strategic initiatives while performing information and knowledge management roles for the President.
- Tracks key activities and milestones, managing deliverables to deadlines, integrating activities across work streams, and surfacing project risks and concerns as appropriate.
- Assists with program/project planning, development, and achievement of established goals and objectives and monitoring and annual tracking of leadership goals, objectives, and priorities, benchmarks, and milestones.
- Plans strategies for streamlining and improving operations for the office of the President and the University.
- Creates, coordinates, and seamlessly maintains/manages various task lists/calendars and workflows for the Office of the President and daily updates tasks for the team.
- Cultivates strong professional relationships and develops open communication lines between the President, internal departments, and external partners.

MORGAN STATE UNIVERSITY, Baltimore, MD

***Special Assistant to the Provost and Senior Vice President for Academic Affairs*** (January 2021 – August 2021)

Worked closely with and under the supervision of the Provost to manage the administrative, operational, financial affairs, and special projects of the Division of Academic Affairs | Partnered with the Provost to ensure positive partnerships with the campus community and beyond.

***Selected accomplishments:***

- Served as the primary staff liaison to the Provost by managing communications, meeting schedules, conducting fact-finding research and analysis, and preparation of position papers, reports, and presentations, meeting documentation, preparation of internal and external correspondence, executive summaries, talking points, follow-up, and other planning and organizational tasks.
- Managed projects and work plans and supervised staff assigned to the projects.
- Drafted, revised, and maintained various contracts and Memoranda of Understanding for new faculty, staff, and various external institutions and organizations.
- Supported the Provost's work on strategic planning and implementation, faculty recruitment and retention, and budget management using analytical, technological, and visualization tools as appropriate.
- Represented the Provost to various constituencies and liaised with internal and external groups, offices, and constituents for departmental or unit leadership.

***Assistant to Senior Vice President, Division of Academic Outreach and Engagement*** (March 2018 – January 2021)

Served as the confidential assistant to the Senior Vice President, executing a variety of complex administrative details | Independently prepared reports, coordinated functions, and communicated department policy and other administrative tasks | Assisted with providing support for the leadership of the Division of Academic Outreach and Engagement and contributed to the executive management of the Division.

***Selected accomplishments:***

- Performed complex administrative and clerical duties for the Vice President, Directors of the Offices of Community Service, Morgan Online, and Summer and Winter Sessions.
- Assisted with the research, collection, and analysis of data and preparation of reports related to Division operations.
- Managed the Division's budget, purchases, requisitions, and the State purchase card and assisted with purchasing and procurement, including monitoring the Division's Minority Business Enterprise (MBE) goals, processing purchase requisitions (BB4s), and processing Maryland State Expense Accounts and travel requisitions.
- Assisted the Senior Vice President in his role as Chair of the Middle States Coordinating Higher Education Board Self-Study.
- Served as the Division Liaison for Human Resources and Payroll and provided support, when necessary, with the preparation of temporary contracts and faculty contracts for Summer and Winter Sessions Programs and Morgan Online Programs.
- Prepared letters, memos, reports, minutes, charts, requisitions, forms, and other documents on behalf of several offices and fielded inquiries from community programs regarding programs and services within the division.

**BALTIMORE PUBLIC CITY SCHOOLS SYSTEM (BCPSS), Baltimore, MD*****Secondary Principal*** (July 2012 – June 2017)

Demonstrated a firm understanding of City Schools' strategic plans, goals, and theories of action | Brought a sophisticated understanding and ability to apply theories of and effective practices for student learning, growth, and development; differentiated instructional strategies; and academic standards and accountability systems | Demonstrated effectiveness in using data from multiple sources, qualitative and quantitative, to support academic and personal student outcomes | Operated with a nuanced understanding of school-level operations and systems implementation and interaction to achieve school and student goals | Approached complex issues and decision-making as a "systems thinker" - showing strong analytic and problem-solving skills and offering innovative solutions to challenges | Prioritized and responded to competing demands efficiently, especially in times of crisis | Engaged in, and sought engagement with, diverse stakeholders to build consensus and effectively address challenges | Listened to and effectively interpreted others' motivations and perceptions | Acted with cultural competence and responsiveness during interactions, decision-making, and practice | Motivated, inspired, and moved others to action and achieve ambitious goals | Demonstrated skill in building, managing, and developing a team by distributing leadership and leveraging each person's talent and skill | Established clear goals, agendas, expectations, deliverables, deadlines, and metrics for success | Operated with a high standard of ethics, honesty, and integrity in all professional matters

***Selected accomplishments:***

- Developed and implemented coherent curriculum, instruction, and assessment systems that promote the school's mission, vision, and core values, embody high expectations for student learning, align with academic standards, and are culturally responsive.
- Developed the pedagogical and programmatic plans of the school, set key objectives and measurable benchmarks that are coherent, aligned, data-driven, and address the learning needs of all students.
- Utilized multiple data-based indicators to inform, drive change, and assess progress in instructional practices aligned with school performance goals.
- Conducted regular formal and informal observations and gave specific, actionable feedback aligned with City Schools Instructional Framework and school priorities.
- Developed school personnel's professional, instructional, and pedagogical knowledge, and capacity to promote each student's academic success and well-being.
- Provided tools, protocols, and professional development opportunities to strengthen school teams' ability to implement effective instructional practices.
- Promoted the effective use of technology in the service of teaching and learning.
- Actively sought and engaged in professional activities that deepened content and pedagogical knowledge and fostered leadership development and talent management skills.
- Engaged staff in developing, implementing, and evaluating the school-wide performance plan.

---

COMMUNITY COLLEGE OF BALTIMORE COUNTY, Owings Mills, MD

*Adult Basic Education Administrator/Site Coordinator* (2016 – 2021)

Managed daily and weekend operations of the building, including coordination with the Baltimore County Public Library Branch Manager, instructional leadership, Enrollment Management, Student Services, Public Safety, Facilities Management, and Information Technology | Ensured efficient use of the facility, including all academic and instructional requests, non-academic/instructional requests, and special events, to ensure effective use of space for internal and external constituencies | Represented the college at networking events, affinity groups, community events, and business and industry associations.

***Selected accomplishments:***

- Collaborated with supervisor to develop, plan, and implement goals and objectives to optimize enrollment and space usage while providing excellent customer service.
- Provided leadership, with supervisor, to Academic Deans on which courses and training options to offer how and when to schedule them, and how best to allocate facility space for instruction and training use.
- Worked collaboratively with staff responsible for enrollment management functions, testing, and advisement functions, financial aid, bursar, and other ancillary student support services to ensure optimal operation and customer services were provided to those attending CCBC classes, training, and functions at the Center.
- Functioned as liaison between multiple internal and external stakeholders to support Center growth and operations.

BALTIMORE PUBLIC CITY SCHOOLS SYSTEM (BCPSS), Baltimore, MD

*Dean of Students/Operations Manager* (July 2010 – June 2012)

Served as the point of contact for student accountability and identification of additional resources and programs for families (academic support, enrichment, preventative programs, etc.) | Ensured the school's culture regarding student growth and achievement was aligned with pedagogical and adolescent development best practices | Implemented creative, inspiring, high energy, excellent organizational abilities, and a talent for creating a warm and supportive environment for students. Served as an administrative team member dedicated to cultivating excellence throughout the school and community.

***Selected accomplishments:***

- Modeled a strengths-based, growth-mindset, restorative justice approaches to maintain a strong school culture while developing a school-wide behavior management system and administering accountability procedures in accordance with organizational policies and applicable laws.
- Created, implemented, and maintained systems for collecting and tracking data on school culture metrics, including suspensions and staff /student attendance.
- Communicated high expectations for staff and students, provided appropriate motivation to reach expectations, evaluated student yearly objectives and goals through accountability procedures and outcomes, and made necessary adjustments.
- Supervised students on campus and monitored students during arrival & departure, lunch, passing periods, and other activities; guided students on inappropriate behavior; course-corrected students in accordance with established guidelines.
- Prepared and executed communication with families and provided leadership for attendance improvement efforts. Received referrals and conferred with students, parents, teachers, community agencies, and law enforcement.
- Created school-wide, sixth through the twelfth-grade master schedule, incorporated and accommodated the various needs of middle school, high school, special education, and an integrated arts program within the parameters of the district-wide Schools Management System (SMS)
- Supervised disciplinary processes and procedures, facilitated suspension reinstatement meetings, maintained school-wide contact information and student discipline records, and approved school-wide incentive programs working collaboratively with the behavior specialist; instrumental in successfully gaining support for our uniform policy to promote safety within the multi-institutional campus.
- Managed BCPSS and BTN time entry, payroll, and stipends of faculty and substitutes, participated in weekly meetings with Executive Director to organize expenditures, and assisted Co-Directors with school-wide budget allocations.

- Facilitated monthly parent meetings with significantly increased participation, organized and directed the parent executive council, developed partnership opportunities with surrounding schools and community organizations; established and maintained positive rapport with staff, students, and parents.
- Implemented and organized sustainable fundraising methods, contracted an events coordinator, and rallied parents to finance, schedule, and support activities, including prom, class trips, and end-of-year ceremonies.

***Department Chair / Chemistry, Physics, & Technology Educator*** (1999 – 2010)

Planned lessons and implemented secondary science curricula in Chemistry, Physics, and Technology | Provided related educational services for students in grades 6 through 12 | Managed student behavior, assessed and evaluated student achievement, and modified instructional activities.

***Selected accomplishments:***

- Assessed student abilities related to desired educational goals, objectives, and outcomes.
- Planned and implemented appropriate instructional/learning strategies and activities, including determining the appropriate kind and level of materials by utilizing various instructional materials and available multimedia and computer technology to enhance learning.
- Developed, adapted, modified, and individualized educational materials, resources, techniques, methods, and strategies to meet the needs of students within the City Schools curriculum framework.
- Assumed direct responsibility for the development of appropriate behavior of students within the school setting by establishing and maintaining effective discipline and management procedures.
- Manages the behavior of learners in instructional settings to ensure the environment is conducive to the learning process and assists and participates in the management of student behavior in other parts of the school, center, school grounds, or work site.
- Participated in in-service and staff development activities and meetings as required or assigned.
- Continually assessed student achievement and maintained appropriate assessment and evaluation documentation for institutional and individual reporting purposes.
- Communicated with students about instructional expectations and kept them informed of their progress in meeting those expectations and ensured consistent communication with parents, both written and oral, to keep them informed of a student(s) progress.
- Collected and analyzed standardized testing data and unique measures to assist with school-wide performance plans and school effectiveness review documents; assisted the testing coordinator with HSA Bridge compliance and testing preparations.
- Initiated and instructed Senior Physics Honors course to introduce STEM concepts and standards of practice in preparation for post-secondary education; originated Junior/Senior SAT Prep Saturday Course to dispel myths, lower anxiety, and increase achievement regarding the college entrance exam; participants attained an average of an 80-point score increase.

---

**ADDITIONAL EXPERIENCE**

---

**New Leadership Academy Fellow Nominee** | New Leadership Academy, Salt Lake City, UT (2023)

**Board of Directors-Strategic Planning Officer** | River Farm Cooperative School, Arlington, VA (2019-2020)

**Technology Integration Workflow Systems Developer** | Great Minds, Washington, D.C. (2018)

**Summer Science Instructor** | NASA Science, Engineering, Math, and Aerospace Academy (SEMMAA), Morgan State University (2001-2002)

**6 – 12 Curriculum Training Consultant** | Inspired Instruction, LLC/Standards Solutions, LLC (2018)

**Resident Director** | Upward Bound Summer Residential Program, University of Maryland-Baltimore County (2001)

---

**EDUCATION & CREDENTIALS**

---

MORGAN STATE UNIVERSITY — Baltimore, MD  
**Doctor of Philosophy in Higher Education Administration, (currently in progress)**

GOUCHER COLLEGE — Baltimore, MD  
**Master of Education, School Improvement Leadership**

MARYLAND STATE DEPARTMENT OF EDUCATION  
**Advanced Professional Certification, Administrator I & II (active)**  
**Secondary Education**  
**Special Education Endorsement**  
**Reading Endorsement**

UNIVERSITY OF MARYLAND, BALTIMORE COUNTY — Catonsville, MD  
**Bachelor of Science, Biochemistry and Molecular Biology**

---

**HONORS & ACCOMPLISHMENTS**

---

**EdX Harvard's Data Wise Course Academy** | *November 2018*  
**Effective Professional Learning Communities Implementation/Facilitation** | *August 2017*  
**NEA Achievement Gap /Marzano Research/IIRP Institute** | *July 2015*  
**National School Reform Faculty Protocols Training** | *August 2014*  
**Computer-Adaptive/Formative and Standardized/Summative Assessment Development** | *January 2014*  
**Leadership Training (CAO Academy)** | Maryland State Department of Education, *August 2013*  
**Annual Educators Conference,** | ASCD, *June 2013*  
**Education Effectiveness Academy,** | Maryland State Department of Education, *June 2012*  
**Effective Practices in Small Schools,** | Coalition of Essential Schools, *November 2011*  
**Southwest Neighborhood Assembly Youth Task Force Math Fair,** | Guest Speaker, *April 2011*  
**Individualized Education Plan Team Administrator** | Baltimore City Public School System, *Sept 2010*  
**Time Entry (Payroll) Certification Training,** Maryland State Department of Education, *August 2011*  
**Student Discipline Certification Training** | Maryland State Department of Education, *August 2011*  
**Literacy Leadership Conference** | Maryland State Department of Education, *August 2012*  
**Digital Awareness Certification Training** | Maryland State Department of Education, *August 2010*  
**Requisitioner Certification Training** | Maryland State Department of Education, *August 2010*  
**Student Management Systems Administrator** | Maryland State Department of Education,  
**Master Scheduler Certification** | Maryland State Department of Education, *August 2010*

---

**ORGANIZATIONAL AFFILIATIONS**

---

National Association of Student Personnel Administrators (NASPA)  
American College Personnel Association (ACPA)  
Association for Supervision and Curriculum Development (ASCD)  
National Association of College and Employers (NACE)  
Southern Association for College Student Affairs (SACSA)  
Texas Association of College & University Personnel Administrators (TACUSPA)  
Houston Guided Pathways to Success (Houston GPS) Council

---

**PRESENTATIONS & PUBLICATIONS**

---

1. Harper, K. (2023, May). Building a collegial culture amongst mid-level management. An oral presentation at Texas Southern University; Houston, Texas
2. Harper, K. (2023, March). Improving the pathways to STEM education and careers for girls. An oral presentation at the Dallas (TX) Chapter of The Links, Incorporated; Texas Southern University; Houston, Texas.
3. Harper, K. (2017, May). Kevin Plank's foundation funds summer jobs for Cherry Hill students. An oral presentation at the Baltimore Rowing Club; Baltimore, Maryland.
4. Harper, K. (2015, May). *The effects of teacher leadership on teacher satisfaction in a small urban charter school*. Available from Maryland Shared Open Access Repository Home. Retrieved from <https://mdsoar.org/handle/11603/1692>.
5. Harper, K. (2015, April). The ConneXions of academics and the arts in urban education. An oral presentation at the Social Security Administration hosted by the Security Plus Federal Credit Union; Woodlawn, Maryland.
6. Harper, K. (2014, January). Mobility and its Effects on the Mental and Emotional Health, School Achievement, and Behavior of Foster Care Children. An oral presentation at the Baltimore City Foster Care Entrance Program; Baltimore City Department of Social Services, Baltimore, Maryland.
7. Harper, K. (2013, January). Independently operated schools sound off on contract recommendations. An oral presentation at the Baltimore City Public Schools System January 2013 Board Meeting; Baltimore, Maryland.

---

**COMMITTEE APPOINTMENTS**

---

***Texas Southern University, Office of the President***

Continuous Improvement Operations Chair, Spring 2023 – present

Staff Council Member, Fall 2022 - present

Budget Director Hiring Committee, Member, Spring 2023

Research and Innovation Week Committee, Member, Spring 2023

Success Officer – Student Success & Internal Initiatives, Chair, Spring 2023

Strategic Planning Committee, Member, Fall 2022 – present

Homecoming Improvement Committee, Member, Fall 2022

Technology Integration Pathways Committee, Chair, Fall 2022 – present

***Morgan State University, Division of Academic Outreach and Engagement***

Continuity of Operations Plan (COOP) Steering Committee, Member, Fall 2020

Continuous Process improvement Flow Chart Initiative, Chair, Spring 2019



### Posting Details

---

#### Title Information

Security Sensitive Position?	Yes
Hours of Work	8:00am - 5:00pm M-F

### Position Details

---

#### Position Information

Posting Number	TSU203003
Official TSU Title	CHIEF OF STAFF
Grant Title	N/A

## Job Description Summary / TWC Summary

Reporting directly to the President and serving as a key member of the executive team, the Chief of Staff (COS) is a high visibility position representing the president on a variety of the university's strategic priorities. Both strong strategic and analytical skills and the ability to be responsible for driving key projects and initiatives with significant impact across the institution are integral parts of the job. The COS is the key members of the executive cabinet that provides strategic leadership and advisement to the president and executive cabinet as well as implement practices related to achieving the university's strategic goals, and overall priorities. The COS is responsible for ensuring both the completion and execution of the university strategic plan and addressing issues on behalf of the president. The COS also monitors and contributes to key strategic goal initiatives across all units of the university.

The Chief of Staff should have a high level of emotional intelligence, sound judgement and be politically astute. The COS also must have a commitment to helping the executive team and other teams across the university succeed. Engaging with a wide range of individuals both within the university and with local, state and national governmental officials, as well as the members of the Board of Regents of Texas Southern University, the COS must be able to communicate effectively both orally and in written communications.

The COS also handles matters of policy and institutional importance on behalf of the president while supporting and sustaining a culture of service, professionalism, and continuous improvement in the university's organizational units. The COS actively participates in building a positive collegial culture by engaging in communicative, collaborative, and respectful relationships with those serving in leadership roles, faculty, staff, and students at TSU. The COS position facilitates, manages, and ensures completion of university initiatives including matters involving University officials as well as community leaders.

The position serves as the primary liaison for the president on matters concerning the university which include attending meetings and handling sensitive legal and human resource management issues on behalf of the president. The COS will also work closely and collaboratively with the Provost and Senior Vice President for Academic Affairs and other senior executive leadership to oversee several complex administrative offices as designated by the president including, but not limited to institutional research, planning, and strategic communications.

### **DISTINGUISHING CHARACTERISTICS:**

#### **Leadership**

- Serve as a key member of the president's executive team, define, and support the vision and mission of the university. Anticipate the needs of the president and provide daily updates and advisement on strategic priorities. Make high-level decisions on a regular basis. Suggest problem resolution approaches and procedures and then act independently to implement solutions.
- Act as the president's representative and ambassador to internal and external constituents. Liaison with university leadership and with key executive leadership at affiliated institutions. Facilitate communication and work closely with the leadership and executive management teams of other schools and affiliated corporate and community partners. Serve on appropriate boards as invited or designated by the president.
- Prepare, review, process and distribute documents at the direction of the president to facilitate workflow and document management.
- Provide leadership and serve as the president's office liaison to various offices of faculty, staff, and student development, individual departments, and campus units to promote culture change at the university. Work closely with offices to ensure progress according to established goals and objectives.
- Support the president in interactions with the executive cabinet to ensure alliance with strategic planning and proper investments and support.
- Participate in professional organizations to provide the president with information about changes in federal and state regulations and best practices for policies that affect management and administration of higher education and HBCUs.
- Provide leadership mentoring and coaching for students, faculty, and staff, as needed.
- Oversee professional development initiatives for faculty, staff, and students at the university.

#### **Strategic Planning**

- Lead the university strategic planning process
- Actively administer the university strategic plan and its goals. Work with responsible offices to address challenges and ensure timely

achievement of short term and long-term critical priorities. Provide progress reports to the president on a regular basis.

- Actively monitor the university's financial performance and assess various long-range financial plans with the president to ensure alignment with the strategic plan. Create and interpret various financial and strategic reports. Coach others on how to interpret the financial results based on the use of analytical tools.
- Actively monitor the university's attainment of enrollment goals and student success outcomes.
- Actively monitor the university's research and innovation goals and outcomes.
- Actively monitor the status and completion of university facility projects.

#### **President's Office**

- Conduct research for the president on an array of topics and for a breadth of constituents. Track, monitor and follow the progress of projects, action items, strategies that emanate from meetings. Develop memos, communiqués, and correspondence on behalf of the president.
- Consult with university administrative leadership for purposes of revising administrative structures and assisting with job descriptions, candidate selection and interviewing processes.
- Plan the agenda for the president's cabinet and executive management teams in concert with the president and oversees follow-up as needed.
- Provide independent analysis and removes barrier to ensuring priority initiatives and projects are executed and communicated to the TSU internal and external stakeholders.
- Direct and oversees high-level projects and events initiated by the president and communicates progress to the president and other member of the executive team.
- Manage the office of the president. Develop, implement, and oversee professional administrative processes and workflow to have an effective and efficient functioning of the president's office.
- Serve a critical role in defining and prioritizing allocation of the president's time.
- Ensure all internal and external requests/inquiries are handled efficiently and in a timely manner and track progress until matter is resolved.
- Maintain accurate and confidential files data and other records.
- Lead and work closely with the president related to legal, compliance, strategic communication development and the Police Department.
- Facilitate resolution of matters requiring the president's attention.

**Essential Duties Summary**

- Participate with the executive and other senior officers in strategic planning and problem resolution affecting major segments of the university; ensures matters requiring the attention of executive leaders are thoroughly developed, researched, and evaluated.
- Create and maintain a plan to cascade communications when representing the president on projects and in meetings; striving to keep the president and the executive team informed.
- Serve as a primary liaison for the president with university officials and community leaders on strategic and operational matters pertaining to the specific area of institutional interest; supports the executive with issues related to faculty, staff, student, and public affairs.
- Manage critical initiatives and programs designed to support institutional goals and achieve the university's mission and strategic vision across multiple divisions; ensures that constituent representatives are kept appropriately informed of project activities and are encouraged to participate as appropriate.
- Recommend and participates in the development of university policies and procedures; may serve on university planning and policy-making committees.
- Represent the university and coordinates communication with key community and advocacy groups, including City of Houston, surrounding counties and municipalities, external agencies and/or other interested parties for assigned area.
- Engage with the TSU Government Relations office regularly, giving status of all government contacts, events, and programs.
- Build and maintain successful working relationships with senior officials and coordinate with a wide range of offices, staff, and stakeholders, internal and external to the University.
- Gather, investigates, research, analyze, and/or study information affecting university-wide, intradepartmental, or interdepartmental operations; prepares reports and other communications on behalf of the executive.
- Work with the financial leadership to develop business plans related to a wide range of projects; may chair and lead committees, to include responsibility for budget development and management.
- Anticipate, identify, and troubleshoot issues of concern or significance; exercise discretion to provide timely information and necessary updates across multiple stakeholders; respond to inquiries as delegated by the executive.
- May oversee the direct or indirect supervision of assigned personnel within the president's organizational units and strive to ensure all organizational units reporting to the executive are aligned with overall university policies, goals, and mission.
- Ability to take on additional, job-related duties or activities as assigned by the president.

<b>% FTE</b>	1.0
<b>Hiring Range</b>	Commensurate with experience.
<b>Education</b>	Master's degree from an accredited university.
<b>Required Licensing/Certification</b>	N/A

<b>Knowledge, Skills, and Abilities</b>	<p><b>Knowledge of:</b></p> <ul style="list-style-type: none"> <li>• Knowledge of applicable legislation, standards, policies, and procedures within specialty area.</li> <li>• Knowledge and understanding of institutional policies and procedures and the regulatory environment within which they operate.</li> <li>• Knowledge of alternative fundraising programs, methods, and techniques.</li> <li>• Knowledge of the goals, objectives, structure, and operations of a major public university.</li> </ul> <p><b>Skill in:</b></p> <ul style="list-style-type: none"> <li>• Strong interpersonal skills and the ability to effectively work with a wide range of individuals and constituencies in a diverse community.</li> <li>• Strategic planning skills.</li> <li>• Examining and re-engineering operations and procedures, formulating policy, and developing and implementing new strategies and procedures.</li> <li>• Proven ability to make administrative/procedural decisions and judgements.</li> <li>• Excellent oral and written communication skills as well as interpersonal</li> <li>• Employee development and performance management skills.</li> </ul> <p><b>Ability to:</b></p> <ul style="list-style-type: none"> <li>• Perform complex tasks and to prioritize multiple projects.</li> <li>• Gather data, compile information, and prepare reports.</li> <li>• Investigate and analyze information and draw conclusions.</li> <li>• Communicate effectively, both orally and in writing.</li> <li>• Analyze and solve problems.</li> <li>• Create, compose, and edit correspondence and other written materials.</li> <li>• Supervise and train employees, to include organizing, prioritizing, and scheduling work assignments.</li> </ul>
<b>Work Experience</b>	At least 5 years of experience providing executive support or office management within an institution of higher education, with areas of responsibilities directly related to the duties and responsibilities specified for the Chief of Staff position in this job announcement.
<b>Working/Environmental Conditions</b>	<ul style="list-style-type: none"> <li>• Prolonged standing and/or walking.</li> <li>• Handling light weight objects.</li> <li>• Using or carrying equipment.</li> </ul>
<b>Desired start date</b>	
<b>Position End Date (if temporary)</b>	

Posting Detail Information

<b>UA EEO Statement</b>	<p>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.</p> <p><a href="#">Manual of Administrative Policies and Procedures</a></p>
<b>Close Date</b>	11/16/2023
<b>Open Until Filled (overrides close field)</b>	No
<b>Special Instructions to Applicants</b>	Open to internal applicants only.

Posting Supplemental Questions

Required fields are indicated with an asterisk (\*).

1. \* Do you have a Master's Degree or higher from an accredited college or University?
  - Yes
  - No
2. \* Do you have at least 5 years of experience providing executive support or office management within an institution of higher education, with areas of responsibilities directly related to the duties and responsibilities specified for the Chief of Staff position in this job announcement?
  - Yes
  - No
3. \* Do you have knowledge of alternative fundraising programs, methods, and techniques?
  - Yes
  - No
4. \* Are you a current Texas Southern University employee?
  - Yes
  - No

## Applicant Documents

---

### Required Documents

1. Resume
2. Cover Letter/Letter of Application
3. Official Transcripts

### Optional Documents

1. Other Document
2. Reference Letter 1
3. Reference Letter 2
4. Reference Letter 3



Fulfilling the Higher Education  
Mission.

Copyright 2023 All Rights Reserved.