



**Search for the Dean, The Bush School of Government & Public Service  
Texas A&M University  
College Station, Texas**

**SEARCH SUMMARY**

Texas A&M University seeks an accomplished and strategic leader with a strong commitment to public service as the next Dean of the Bush School of Government & Public Service. The Dean will lead a school that has experienced remarkable change and growth in the last few years, including an increase in faculty size and student enrollment; the addition of new academic programs; the opening of an innovative center in Washington, DC; and a successful period of fundraising. For its next chapter, the Bush School requires a leader who is dedicated to advancing President George H.W. Bush's commitment to public service as a noble calling and is excited to develop an identity and strategic vision that brings together the School's many assets to further academic excellence across all programs.

The Bush School is internationally recognized for producing alumni with the skills to pursue a career in public service, and approximately 70 percent of graduates start a career in the public sector after graduating. The School currently enrolls 1,272 undergraduates, 587 master's degree students, and 41 PhD students. The School has 146 total faculty members including 70 tenured/tenure-track faculty. It currently has an endowment of approximately \$68.6 million and an operating budget of \$39 million. The Bush School offers master's degrees in Public Service and Administration, International Affairs, International Policy, and an online Executive Master's in Public Service and Administration. Recently, the School has added undergraduate degrees in political science and international studies as well as a doctoral program. Additionally, the School plans to launch two new undergraduate programs in International Affairs and Public Administration

Over the past 25 years, the Bush School has gained prominence for the quality of its professional education, the commitment of its faculty, and the success of its graduates. The next Dean will have an opportunity to build on this solid foundation to guide the School's continued growth, nimbly responding to the evolving needs of both students and the public entities that its graduates serve. In addition to being an effective steward of President Bush's commitment to public service and charting a new strategic vision, the next Dean is expected to successfully raise the financial resources that support its mission; work collaboratively with the Texas A&M University community; and continue to raise the School's profile nationally and globally.

The University has retained the search firm Isaacson, Miller to assist with this important recruitment. Instructions for applying, nominating and inquiring about the position can be found at the end of this document.

## **ABOUT TEXAS A&M UNIVERSITY**

Texas A&M University is the flagship university of the Texas A&M University System. Its main campus in College Station is within a two-hour drive of multiple city centers in the State of Texas. Texas A&M is home to more than 77,000 students, making it the largest public university in the United States. The University was recently designated as a Hispanic Serving Institution (HSI) by the U.S. Department of Education. As a member of the Association of American Universities, Texas A&M boasts over \$1.1 billion in annual research expenditures, ranking 16<sup>th</sup> among public universities according to the National Science Foundation's Higher Education Research and Development survey (2021).

Texas A&M seeks to provide the highest quality undergraduate and graduate programs that prepare students for leadership, responsibility, and service to society while developing new understandings through research and creativity.

### **Aggie Core Values**

Texas A&M students, faculty, staff, and alumni are united by the university's core values of respect, excellence, leadership, loyalty, integrity and selfless service. These values are rooted in Texas A&M's founding as the state's first institution of public higher education and its status as one of only six senior military colleges in the United States (the University's Corps of Cadets is the largest uniformed body outside the national service academies). As Texas A&M seeks a place of preeminence among public universities in the 21<sup>st</sup> century, its leaders strive to meet the future challenges of higher education with initiatives that are rooted in a tradition of service.

### **Leadership**

[General \(Ret.\) Mark A. Welsh, III](#) was named president of Texas A&M University on December 12, 2023, after serving in an interim capacity since July 30, 2023. He previously served as dean of the Bush School of Government & Public Service after retiring from the U.S. Air Force.

[Dr. Alan Sams](#) is provost, vice president for academic affairs, and chief academic officer for Texas A&M University. He was appointed interim provost in August 2022 after returning to Texas A&M to serve as vice president of operational innovation. He assumed the permanent position of provost in June 2023.

## **THE BUSH SCHOOL OF GOVERNMENT & PUBLIC SERVICE**

### **Vision and Mission**

The Bush School of Government & Public Service was founded in 1997 in alignment with President George H. W. Bush's philosophy that "public service is a noble calling." Since then, the Bush School has continued to reflect that value in its curriculum, research and student experiences, and has become a leading institution in international affairs, political science, and public affairs. Potential students are drawn to the Bush School by its intimate scale and dedication to training future leaders with the practical skills to become successful public servants. Undergraduates have gone on to top graduate and professional programs and alumni from the master's programs serve in government agencies like the CIA, DIA, USAID,

the State Department, the U.S. Congress, national and regional non-profits and in state and local government.

The Bush School's programs are housed in the newly renovated Robert H. and Judy Ley Allen Building, part of the George Bush Presidential Library Center. The location affords students a wealth of resources to access throughout their education, including research opportunities at three research institutions housed within the Allen building, access to the archival holdings of the George Bush Presidential Library and Museum, and the numerous events and prestigious speaking engagements hosted by the George & Barbara Bush Foundation.

### **Academic Programs**

The Bush School offers residential professional master's programs for students aspiring to careers in public service, including master's degrees in Public Service and Administration (MPSA), International Affairs (MIA), and International Policy (MIP) in College Station, as well as an online Executive Master's in Public Service and Administration (EMPSA). The Bush School also offers graduate certificates in Advanced International Affairs, Homeland Security, Nonprofit Management, Public Management, Geospatial Intelligence, National Security Affairs, and Cybersecurity Policy. The Bush School has joined with several Texas A&M departments to offer seven Bachelor's/Master's 5-Year (3+2) Programs that allow students to enter the Bush School at the beginning of their fourth year and receive both their undergraduate and master's degrees in five years.

In 2021, the Bush School established a presence in the nation's capital when it opened [the Bush School DC](#), just two blocks from the White House. The DC location serves as a critical resource for all Bush School students, and offers several academic degree programs, including a Master of International Policy (MIP) and a Master of National Security & Intelligence (NSI). The site also offers a Certificate in Advanced International Affairs (CAIA).

The Bush School significantly expanded again in the fall of 2022, with the incorporation of both the Department of Political Science and the International Studies program from the College of Liberal Arts. The Bush School now offers a BS/BA in Political Science, a BA in International Affairs, and plans for a new BS/BA in Public Service and Administration for fall 2024. Undergraduate students can also pursue one of 11 minors in the Bush School. This important integration added both undergraduate and PhD programs to the Bush School, significantly broadening its academic reach.

A rigorous curriculum and internationally acclaimed faculty have propelled the Bush School to rank in the top ten percent of graduate schools for public affairs according to *U.S. News & World Report*. Among public universities, the Bush School ranks 15<sup>th</sup> and is nationally ranked for various programs and specialties including Homeland Security and Emergency Management, Nonprofit Management, Public Management and Leadership and Public Policy Analysis. In 2020, the Bush School was ranked first in "best value" in both residential MPA programs and executive online MPA programs by *Value College*. In 2021, the Political Science's doctoral program was ranked 28<sup>th</sup> overall and 21<sup>st</sup> in American politics.

### **Research**

Since its founding, the Bush School has engaged in research that directly benefits the state, nation and world. The School has established research institutes and centers that study and affect significant issues.

The [Institute for Science, Technology, and Public Policy \(ISTPP\)](#); the [Mosbacher Institute for Trade, Economics, and Public Policy](#); the [Scowcroft Institute for of International Affairs](#); the [European Union Center](#); the [Albritton Center for Grand Strategy](#); and the [Center for Nonprofits and Philanthropy](#) further the School's strengths in international policy, national security and public and nonprofit management. The faculty's research mission is both an individual and collective agenda, and in many instances, actively involves students. Bush School faculty members publish in prestigious journals in their respective fields and present their works at major conferences across the nation. Faculty are also actively engaged in collaborative and interdisciplinary research projects. Bush School scholars can, and often do, affect policy decisions and are respected for their integrity and clarity of thought.

## **ROLE OF THE DEAN**

Reporting directly to the Provost, the Dean is the chief administrator of the Bush School. They lead the School in maintaining its commitment to innovative teaching, service, and outreach and a rich and diverse research portfolio. The Dean manages all strategic, programmatic, academic, financial, personnel, and management operations for the School. The Dean oversees the School's budget and ensure resources are allocated appropriately and the School is fiscally sound, while tirelessly advocating for internal and external funding to support its mission and success.

The Dean is supported by a leadership team that includes an executive associate dean, a senior associate dean for faculty affairs, an associate dean for research and graduate education, an associate dean for undergraduate programs and three department heads. The Dean's office also includes the assistant dean for finance and administration; the assistant dean for assessment and graduate education; the assistant dean for graduate career and student services; the assistant dean for development, alumni relations, and strategic initiatives; the executive director of Bush School DC; the director of international and high-impact experiences; and the director of community and culture. The Dean's office is further supported by several coordinators and assistants.

## **LEADERSHIP OPPORTUNITIES AND CHALLENGES**

The success of the next Dean will be determined by how well they address the following leadership opportunities and challenges:

### ***Continue President George H.W. Bush's commitment to public service as a noble calling***

Since its inception, the Bush School has had a singular commitment to cultivating leaders who will contribute to the greater public good. The School's academic programs and experiential opportunities provide students with the foundational skills that prepare them for successful careers in the public sector. The vast majority of students who choose the Bush School continue on this trajectory, even with more financially lucrative options available. The next Dean must continue to maintain this culture and ethos.

Working closely with the School's faculty, the Dean should ensure that the academic programs and curriculum are innovative, intellectually sound, rigorous and dynamic in order to effectively prepare students for public service careers in the 21<sup>st</sup> century. The Dean should work closely with the Bush School's alumni network—as well as the broader Texas A&M alumni network—to provide students with experiential learning and post-graduation career opportunities. Finally, the Dean must instill a culture that is open to a range of viewpoints and perspectives and advocate for the values of academic freedom. As

the School trains future public servants, it must cultivate an ability to transcend partisan views and ideologies.

***Develop and communicate a cohesive identity and strategic vision for an evolving school***

From the opening of a Washington, DC location to the addition of the political science department and international studies, the Bush School is no longer a small academic unit focused solely on masters-level education. It now has undergraduate and doctoral programs that have increased enrollments, and the trajectory remains strong for continued growth. Moreover, the School has new cohorts of faculty that have recently joined the community. The Bush School is entering a new phase in its history and will require a Dean who can work with the School's varied stakeholders to craft a strategic vision that corresponds with its new identity. The new departments and programs are successfully integrating with the Bush School, and the Dean will be expected to ensure that this critical work continues. In addition, the Dean will work with the School's senior leadership team to retool procedures and operations to reflect the School's larger footprint.

***Successfully raise and manage financial resources***

Despite its relatively young alumni base, the Bush School has successfully raised resources to support its mission and vision. The next Dean will be responsible for attracting the next generation of donors while nurturing existing relationships. In particular, there are continued opportunities to raise funds to support student scholarships and competitive packages for world-class faculty. It will also be vital for the Dean to continue engaging with the School's alumni to maintain connections and offer opportunities to support students in their career aspirations. In time, some of these alumni might evolve into donors who support a variety of existing programs while also incubating new ideas on the horizon. Within the Texas A&M University community, the Dean must advocate effectively for resources and work creatively with existing resources to advance the School's mission.

***Work collaboratively with the broader Texas A&M University community***

Collaboration and cooperation across academic units is very much expected at Texas A&M University. For the field of public service in particular, there are many other areas and disciplines across the institution with which the School intersects. The Dean will be expected to strengthen existing collaborations as well as foster new partnerships where appropriate. Beyond working with various university stakeholders around scholarly and research-related activities, the Dean will also serve as a collegial and effective advocate for the School in a complex institutional setting with many priorities and activities. To do this well, the Dean will be expected to build mutually advantageous and lasting relationships and goodwill with fellow deans and with senior leaders across the University.

***Further enhance the profile of the Bush School***

The Bush School has a strong reputation through its association with a world-class research university and the imprimatur of President George H.W. Bush. The next Dean will be tasked with working closely with Texas A&M University, the George Bush Presidential Library, and the George and Barbara Bush Foundation to continue elevating and promoting the School's work. The Dean should be a prodigious networker and advocate on behalf of the School. They should be actively engaged in the networks of public affairs and international affairs schools, both learning from them and sharing the Bush School's many successes. The

School has a strong record of bringing in high-profile policy practitioners to speak on important issues. This demonstrates the School's exceptional convening power, and the next Dean must be sure that this important asset is fully utilized. Above all, the Dean should connect the Bush School to the wider world of public service to maximize President Bush's legacy.

### **QUALIFICATIONS AND EXPERIENCE**

The search committee recognizes that no single candidate will bear all the ideal qualifications, but it seeks candidates with many of the following qualities, skills, and characteristics:

- A significant record of leadership in public policy or international affairs, either through government service, academia, private and/or non-profit sector experience;
- A proven track record of sustainably building an institution's external reputation and identity;
- Significant personnel management experience in higher education or a similarly large, multi-faceted environment;
- Financial acumen and a demonstrated record of fiduciary transparency and accountability;
- Demonstrated fundraising experience and success;
- Ability to work collaboratively with people across organizations and at all levels to align activities with broader institutional goals and interests;
- A commitment to and respect for academic values and scholarly work;
- Ability and willingness to engage with accrediting bodies for public affairs, international affairs and political science programs;
- A leadership style that is both inclusive and decisive and a record of promoting a culture that respects all perspectives, talents, and identities;
- Effective communication and advocacy skills; and
- Impeccable personal and professional integrity.

### **INSTRUCTIONS FOR APPLYING, NOMINATING AND INQUIRING**

All interested candidates should submit an updated CV/resume and statement of interest via the website: <https://www.imsearch.com/open-searches/texas-am-university-bush-school-government-public-service/dean>.

All nominations and inquiries regarding the position should be submitted via the same site. The position will remain open until it is successfully filled. All correspondences can be addressed to the Isaacson, Miller representatives noted below:

Jeff Kessner, Partner  
Kahn Lee, Managing Associate  
Jenny Rubin, Senior Search Coordinator  
**Isaacson, Miller**