



DEPAUL UNIVERSITY

President

PROSPECTUS

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TABLE OF CONTENTS

04	DEPAUL UNIVERSITY: GROUNDED IN MISSION
05	THE UNIVERSITY
12	STRATEGIC DIRECTIONS
13	UNIVERSITY STRUCTURE
17	OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT
21	PROCEDURE FOR CANDIDATES

DEPAUL UNIVERSITY: GROUNDED IN MISSION

Founded in 1898 by the Congregation of the Mission, which follows the teachings of St. Vincent de Paul, DePaul University is the nation's largest Catholic institution of higher education. It also is the largest private university in the Midwest. As a Vincentian and Catholic university, DePaul is a mission-driven institution committed to providing superior higher education to all, especially segments of society that previously have not had access to it, including first-generation college students, immigrants, the poor and other underserved groups.

To further this mission, DePaul seeks a proven leader to serve as its 13th president.

A Carnegie doctoral/research institution, DePaul serves approximately 22,000 full- and part-time students. DePaul's Catholic, Vincentian and urban character distinguishes it from other universities. Its 874 full-time and more than 900 adjunct faculty members pursue the preservation, enrichment and transmission of knowledge and culture across a broad scope of academic disciplines. With one campus in the heart of Chicago's business district and another in the Lincoln Park neighborhood, the university's location in a world-class city offers extensive learning and service opportunities for students, faculty and staff. More than 60% of DePaul's 195,500 living alumni reside in the Chicago metropolitan area.



THE UNIVERSITY

At DePaul University, teaching and service are priorities. It's been that way since the Vincentians founded the university in 1898.

OUR HISTORY

Originally established as St. Vincent's College, DePaul started on a five-acre plot in Lincoln Park with 70 students, mainly the sons and grandsons of Irish and German immigrants. Vincentians primarily taught the students, who commuted to school from urban neighborhoods on Chicago's north side.

Nearly 125 years later, the university has evolved from its humble beginnings as the "little school under the El" to enroll nearly 22,000 students. DePaul is now not only the largest Catholic university in the country, it is also the largest private university with a primary mission of teaching and service.

OUR MISSION

Named after St. Vincent de Paul, the 17th century French priest who devoted his life to serving and caring for others, DePaul always has been an institution that serves first-generation and low-income students.

Currently, first-generation students represent 34% of the freshman class. These students will strive to be the first in their families to complete a college education. DePaul enrolls more Pell recipients than 94% of all colleges and universities in the U.S. We also graduate them at a higher rate than most other universities with a similar number of Pell students.

The Vincentian mission to serve the public good and give people of all ethnicities and backgrounds the opportunity to receive a college education remains at the heart of the university.

**"It is not enough to
do good. It must
be done well."
—St. Vincent de Paul**



DEPAUL TODAY

As DePaul University approaches its 125th anniversary, it continues to rise to new levels of academic achievement and national recognition. The university has 10 colleges and schools spread across two major campuses: Lincoln Park Campus and the Loop Campus.

The 40-acre Lincoln Park Campus is the most active and largest at the university. In a typical year, approximately 2,500 students live on the Lincoln Park Campus, which is home to the College of Liberal Arts and Social Sciences, the College of Science and Health, the College of Education, the School of Music, The Theatre School, the DePaul Art Museum and the John T. Richardson Library.

A few miles south of Lincoln Park, DePaul's Loop Campus is only steps away from Chicago's financial district and major media outlets. Housed in five adjacent buildings clustered around the corner of Jackson Boulevard and State Street, the campus is home to the Driehaus College of Business, College of Communication, College of Computing and Digital Media, College of Law and the School of Continuing and Professional Studies.

The university has constructed, purchased or completely renovated 18 buildings in 18 years. In 2013, DePaul acquired a new building for the College of Education and constructed new state-of-the-art facilities for The Theatre School. The Wintrust Arena, home of DePaul basketball and events center for the City of Chicago, opened just south of the Loop Campus in 2017. Most recently, DePaul completed construction on the School of Music's Holtschneider Performance Center. The 185,000 square-foot facility opened in fall 2018, offering a world-class space for educating the next generation of musicians and music professionals. The Sasha and Eugene Jarvis Opera Hall, an extensive revamp of the existing Concert Hall, opened in March 2020.

DePaul is a tuition-dependent institution that relies upon an ability to generate favorable operating results to finance its activities. For the fiscal year ending June 30, 2020, the university generated \$577 million in revenues and produced an operating income of \$39 million.

The market value of DePaul's endowment holdings at the end of the fiscal year 2021 was over \$900 million. Total bonded indebtedness at that point was \$270 million. The university holds current credit ratings of "A2" with a stable rating outlook from Moody's Investors Service, an "A+" with a stable rating outlook from Fitch Ratings and an "A" rating with stable outlook from Standard & Poor's.



14,145 UNDERGRADUATE STUDENTS
+ **7,777** GRADUATE STUDENTS
21,922 TOTAL STUDENTS



90%
of recent undergraduate-level alumni were employed, continuing education or pursuing other goals within six months of graduation.

92%
of recent graduate-level alumni were employed, continuing education or pursuing other goals within six months of graduation.

1 in **3** current first-year students are first-generation college students



97%
courses taught by professors

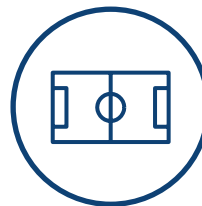


16:1
Student-to-faculty ratio

45% of undergraduates are students of color



10
Colleges and Schools



15
NCAA Division 1 athletic teams

3,800+ students complete service-learning courses annually

ACADEMIC EXCELLENCE

With increased national recognition and accolades earned each year, DePaul looks good on paper. The learning experience and student success are what count though.

DePaul is a teaching university, and faculty scholarship is the foundation. Excellent and innovative teaching stems from academic research, and students may select from nearly 300 graduate and undergraduate programs. Faculty members, who often still work in Chicago as consultants, researchers, entrepreneurs and artists, bring their expertise to the classroom. On average, more than 60% of all graduates completed at least one internship during their time at DePaul.

When students graduate, they join a network of more than 195,500 living alumni. Within six months of graduation, an average 90% of undergraduate degree recipients and an average 92% of graduate degree recipients in the last three years were successfully employed or continuing their education.

The U.S. News & World Report ranked DePaul among the 2021 best colleges in the nation and a best value school.

Hollywood Reporter named DePaul's School of Cinematic Arts one of 2020's Top American Film Schools.

Princeton Review ranked DePaul's graduate entrepreneurship program No. 19 in the country.



140+

Undergraduate
Majors

145+

Graduate
Programs

Animation Career
Review ranked
DePaul's game
design program
**No. 15 in the
country.**

NASPA recognized
DePaul as a
**First-gen Forward
Institution** for its
commitment to
first-generation
students.

Animation Career
Review ranked
DePaul's animation
program **No. 23
in the country.**

COLLEGES AND SCHOOLS

Whether a student is just beginning college or seeking an advanced degree, DePaul's schools and colleges adhere to the highest standard of academic rigor and innovation. Spread across its Lincoln Park and Loop campuses, DePaul has 10 colleges and schools.

Driehaus College of Business

College of Communication

College of Computing and Digital Media

College of Education

College of Law

College of Liberal Arts and Social Sciences

College of Science and Health

School of Music

School of Continuing and Professional Studies

The Theatre School

CHICAGO CONNECTIONS

At DePaul, it's hard to tell where our campus ends and the city begins. Students, faculty and staff benefit from countless restaurants, museums, performance venues and recreational activities along the shores of Lake Michigan. DePaul also has a strong relationship with Chicago's thriving arts community through faculty and alumni who work as artists, performers, designers, filmmakers and other creative roles.

Academically and professionally, DePaul's connection to the city of Chicago has always been strong. As part of the university's strategic plan, a series of alliances between the university and organizations across Chicago have made this connection even stronger, as well as enhanced academic and research opportunities for students and faculty.

- For years, DePaul has partnered with **Sinai Chicago** to train the next generation of health providers. Most recently, DePaul and Sinai Chicago announced the creation of a community-driven, applied research institute to address health inequities in Chicago.
- An alliance with **Rosalind Franklin University of Medicine and Science** provides pathways for DePaul students to complete professional degree programs. Faculty at both institutions also collaborate on research.
- DePaul and **Rush University Medical Center** have a history of working together on research projects.
- **Cinespace Chicago Film Studio** provides students with film and television production experience, learning alongside network television and Hollywood motion picture professionals filming in the city.



- As a member of the business incubators **1871** and **2112**, DePaul students have access to Chicago's thriving technology startup community.
- The **Wintrust Arena**, home to DePaul basketball, is a public-private partnership between DePaul and the Metropolitan Pier and Exposition Authority.
- DePaul and the **Catholic Theological Union** have an educational alliance, involving faculty exchanges, co-sponsored educational events and scholarship support.
- DePaul works with **Chicago Public Schools** to offer mentorship, conduct studies and teacher training opportunities.
- DePaul has an academic partnership with **DePaul College Prep**, a Catholic, Vincentian high school on the north side of Chicago.
- The DePaul Harold Washington Academy is a partnership between DePaul and **City Colleges of Chicago** designed to provide an affordable pathway to a bachelor's degree.
- The **Fullerton Arts Corridor** on the Lincoln Park Campus features theatrical and musical performances in The Theatre School, Holtschneider Performance Center and Sasha and Eugene Jarvis Opera Hall, as well as exhibits in DePaul Art Museum.



STRATEGIC DIRECTIONS

GROUNDING IN MISSION - THE PLAN FOR DEPAUL 2024

At the beginning of the 2018-19 academic year, DePaul launched its strategic plan, “Grounded in Mission – The Plan for DePaul 2024.” This plan imagines not only how DePaul will transform itself, but also how the university will meet changing student and societal needs many decades from now. The university developed “Grounded in Mission” by engaging faculty, staff and students throughout the strategic planning process, including through a task force, planning teams and town hall meetings.

OUR VISION

DePaul will be unequalled among urban universities in the United States in ensuring the success of a diverse community of learners. Through programs that integrate theory with practice and ideas with action, DePaul’s expert and dedicated faculty and staff will develop students’ readiness to engage with and thrive in a changing world. The university will broaden its historical mission of access to address the lifelong learning needs of our students by providing innovative and affordable programs and varied curricular structures and modes of delivery. Equipped with a transformative education grounded in our Catholic and Vincentian values, DePaul graduates will be recognized as effective and responsible change agents.

OUR SIX STRATEGIC PRIORITIES

1. Deepen our commitment to DePaul’s Catholic, Vincentian, and urban mission.
2. Ensure a welcoming, engaging, diverse, and inclusive campus environment.
3. Excel in preparing all students for global citizenship and success.
4. Expand access to a portfolio of high-quality, affordable academic programs that meet student, workforce, and societal needs.
5. Elevate academic excellence and embrace a culture of creativity and discovery.
6. Employ bold approaches to ensure DePaul’s continued fiscal strength for future generations.



UNIVERSITY STRUCTURE

The following divisions and functions report to the president:

ACADEMIC AFFAIRS

Enhancing educational quality and providing strategic support for many academic pursuits is the most important goal at DePaul University. Reporting to the provost, the Academic Affairs Division provides the strategic direction to make it possible to achieve that goal.

The responsibilities of Academic Affairs include:

- Academic administration
- Academic Affairs Office of Diversity, Equity & Inclusion
- Academic quality and strategic implementation
- Accreditations
- Competitive analysis and benchmarking
- Enrollment Management
- Faculty affairs and development, including Faculty Council and the promotion and tenure process
- International Programs Office
- Institutional Research & Marketing Analytics
- Office of Research Services
- Strategic implementation and assessment
- Steans Center for Community-based Service Learning
- Student Affairs
- Teaching & Learning Resources (libraries, instructional technology development, art museum)



ADVANCEMENT AND EXTERNAL RELATIONS

In close collaboration with university leadership, the Division of Advancement and External Relations seeks to generate philanthropic investments and deepen relationships with its external constituencies to advance DePaul's priority initiatives. The division encompasses alumni relations, development, alumni/donor communications and community/government relations. Advancement and External Relations engages alumni, parents, community and government representatives, as well as friends of the university, in lifelong relationships in order to inspire generous contributions for initiatives that benefit students and advance the university's mission. By building advocacy and support, Advancement and External Relations generates resources and strengthens connections aimed at elevating DePaul's academic excellence and brand, while helping to facilitate degree access and attainment for all students.

ATHLETICS

DePaul's 15 intercollegiate athletic teams compete in the NCAA Division I, BIG EAST Conference, in the following sports:

- Men's and Women's Basketball
- Men's and Women's Cross Country
- Men's Golf
- Men's and Women's Soccer
- Men's and Women's Tennis
- Men's and Women's Track & Field (Indoor and Outdoor)
- Softball
- Women's Volleyball

DePaul University began sponsoring athletics teams in the early 1900s, with intercollegiate athletics coming to fruition in the 1920s. Legendary coach Ray Meyer helped put DePaul on the map in the 1970s as the men's basketball program elevated itself to national prominence. To date, the men's basketball program has had 22 NCAA Tournament appearances and is newly led by Head Coach Tony Stubblefield. The women's basketball program cut down the nets when it won the WNIT championship in 1988 and then again when it advanced to the NCAA Sweet 16 in 2006, 2011, 2014 and 2016. The program has reached the NCAA Tournament 24 times and is led by 36-year veteran Head Coach Doug Bruno.

Through a bold new vision for the future—led by new Vice President and Director of Athletics DeWayne Peevy—DePaul Athletics looks to become the premier program in the BIG EAST Conference. From winning championships with integrity to building champion students through education and intentional development, DePaul Athletics serves as a visible ambassador for the university and the Chicago community.

DePaul Athletics has a storied tradition and is uniquely positioned to support the university's mission and commitment to academic excellence, real world experience, community engagement and systemic change. Further, the department is steadfast in its commitment to grow the university's national exposure and enrollment.

OFFICE OF THE EXECUTIVE VICE PRESIDENT

The Executive Vice President serves as the university's chief operating and financial officer.

Responsible for the daily operations of the university, the Office of the Executive Vice

President includes:

- Facility Operations
- Financial Affairs
- Human Resources
- Information Services
- Internal Audit

Following the parameters set by the Finance Committee of the Board of Trustees and the president, in collaboration with the provost, the EVP coordinates the university's budgeting process through the work of the Strategic Resource Allocation Committee, known as SRAC. Nine members of the university community, including faculty, staff, administrators and students are members of SRAC.

GENERAL COUNSEL

The Office of the General Counsel serves as legal counsel for DePaul University. The core mission of the OGC is to provide high-quality, practical and effective legal advice and counsel to help DePaul meet its goals as an institution of higher education. The OGC advises university stakeholders on the broad spectrum of legal and regulatory issues associated with the university's operations, including corporate governance, contracts, real estate, employment and student issues, intellectual property, immigration services, sponsored research, academic partnerships, legal disputes and litigation, as well as responses to subpoenas and legal requests for information.

In serving the interests of the university, the OGC strives to offer proactive and preventative counsel aimed at avoiding or reducing exposure to legal risks. The OGC accomplishes this goal by developing a deep understanding of the operations and mission of the university, as well as by cultivating close working relationships within the university community.

MISSION AND MINISTRY

Guided by the university's strategic plan and its mission statement, the Division of Mission and Ministry animates, educates, and actively engages the DePaul community in the praxis of mission integration. The division collaborates with university departments and constituencies to measurably enhance their understanding and support of DePaul University's distinctive Catholic, Vincentian and urban identity.



Through a focus on Vincentian personalism and professionalism, the division provides the leadership that enables the university to achieve excellence in its educational mission, serve its diverse student body and maximize its strategic capacities. As the premier international resource for Vincentian studies, the office also serves a wide range of external constituencies who seek to deepen their engagement with Vincentian history, spirituality, direct service, systemic change and advocacy.

OFFICE OF THE SECRETARY

The Office of the Secretary oversees the fulfillment of legal requirements for reporting and record keeping for DePaul University. It manages the work of the Board of Trustees and the Members of the Corporation to facilitate their services to the university. The office coordinates the services offered to the committees and subcommittees of the Board by university staff members.

UNIVERSITY MARKETING AND COMMUNICATIONS

University Marketing and Communications is responsible for the development, implementation and evaluation of brand and recruitment marketing, and strategic public relations and communications for DePaul University with an emphasis on proactive approaches. UMC serves as a leader in effectively telling the DePaul story through integrated communications that reach both internal and external audiences in the channels they prefer. Regardless of the communication medium, UMC's work reflects and supports the university's strategic goals and priorities to drive understanding, build affinity and further enhance the reputation of DePaul.

The division includes:

- Advertising and digital marketing
- Digital experience and analysis
- Executive communications
- Internal communications
- Marketing communications and creative services
- Media relations
- Social media
- Strategic communications
- University events
- Visual services

THE ROLE OF PRESIDENT

DePaul's president is the chief executive officer of the university and undertakes all the duties, responsibilities and accountabilities traditionally associated with that role.

The next president of DePaul University will inherit an intellectually vibrant, financially stable institution poised for even greater prominence. The successful candidate should be a proven entrepreneurial, collaborative leader of a major higher education enterprise, who is committed to academic excellence and student success—and able to manage an institution of considerable size and complexity. The president will build on DePaul's enduring strengths to firmly establish it as one of the country's finest higher education institutions.

The president will resonate deeply and personally with DePaul's Catholic, Vincentian, urban mission and values. Candidates from all faiths are welcome to apply. An earned terminal degree and a record of teaching and scholarship commensurate with an appointment to DePaul's faculty is highly preferred. Of critical importance are the passion, experience, intelligence and fortitude necessary to understand the current and emerging higher education marketplace and to position the institution for continued success.

OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT

Provide inspirational, collaborative, and forward-looking leadership to unite the university around its mission and vision

The president joins a talented and dedicated team of administrators, faculty and staff who work with the Board of Trustees to foster DePaul's academic success. They have successfully launched "Grounded in Mission – The Plan for DePaul 2024" while simultaneously addressing the challenges of the COVID-19 pandemic. They have also confronted issues of social and racial injustices across the nation, in the city of Chicago, and at the university. They have done all of this with amazing resiliency and dedication.

The president must harness the energy, commitment and desire to move DePaul forward and rally the university around what unites the community. To do so, the president must be a visible, accessible and fully engaged participant in the life of the university. The president will work to bridge and cultivate connections and communication among students, faculty, staff, board members, alumni and donors, clearly articulating the role that each group plays in advancing the mission.

The president will promote programs that enrich students in mind, body and spirit. They will be a champion for academic programs that prepare a diverse student body for meaningful careers and lives as socially responsible citizens. They will further connect DePaul to the city of Chicago and all it offers, and celebrate the role that community service, the arts and athletics play in university life.



Set a bold vision and clear strategy to advance DePaul's mission and reputation

The president must be a champion for DePaul, galvanizing and inspiring the full community to move intentionally toward its vibrant future that includes a commitment to shared governance. While there is widespread enthusiasm for the vision laid out in the strategic plan and many efforts underway to achieve it, there is more work to be done to align efforts and clearly state how the university will achieve this vision. Like most institutions, DePaul faces the reality of predicted declines in the number of traditionally-aged college students, demand for non-traditional educational programs for learning at all career phases, and perceptions about the cost and value of higher education.

DePaul is well poised to meet these challenges. The president, in collaboration with the administrative team, faculty, staff and the board, will identify areas of strength that differentiate DePaul and determine areas for long-term growth. Key in this regard will be executing, securing funding, managing risk and engaging strategic partners to support the vision. The president will also be an ambassador who compellingly and consistently tells DePaul's story of providing impactful, transformative education and inspires excitement about the future.

Lead, manage, and ensure financial sustainability of a large, complex university

The president will work to ensure DePaul's financial and organizational health, grow the university's financial resources and embrace prudent fiscal stewardship. The president will engage with the board to determine strategic investments to enable the university to meet yet unforeseen societal and economic needs. A champion of innovative programs and initiatives, the president will also seek to bolster enrollment and retention with data-informed decision-making and grow the university endowment in order to ease DePaul's dependence on tuition. They will increase and strengthen strategic partnerships to enhance both academic and professional opportunities for students, faculty and staff. And finally, the president will ensure the leadership team is aligned around the strategic vision and works collaboratively to achieve shared goals.



Lead a comprehensive fundraising campaign

For DePaul to achieve its strategic vision, the president will lead the charge in significantly broadening its base of philanthropic support. Planning for a major campaign is already well underway, and the president must be able to step in and adopt the goals and vision for the campaign. They will need to be creative, tireless and bold in pursuing new lines of support for the university. The president will build upon a growing culture of philanthropy by engaging board members, other senior leaders and faculty to establish fundraising objectives, raising the funds that are essential to support DePaul's mission.

Strengthen DePaul's commitment to its Vincentian mission, academic excellence and community service

The president will universally embrace and advocate for DePaul's Catholic, Vincentian mission, demonstrating how it informs an outstanding educational experience. DePaul's large size, urban setting and long-standing commitment to serving first-generation students set it apart from other private and Catholic universities. DePaul's mission also includes serving the underserved, compassionately upholding the dignity of all members of its diverse, multi-faith and inclusive community, as well as promoting peaceful, just and equitable solutions to social and environmental challenges. The president will ensure that these principles are central in decision making and will be transparent about how decisions support the mission.

Strengthen DePaul's commitment and action on issues of equity, diversity and inclusion

DePaul is distinguished by its commitment to making education accessible to all, particularly first-generation college students, immigrants, the poor and other underserved groups. Accordingly, the DePaul student body, faculty and staff are remarkably diverse. Fostering a true and fruitful dialogue requires participation by all these members. While much work has been done to advance equity and inclusion, there is further room and desire for more robust efforts to strengthen the sense of belonging among diverse groups. By influence and example, the president will foster an informed university culture that pursues and celebrates diversity, equity and inclusion as foundations for excellence.

Strengthen DePaul's relationships with the Chicago community

The president must be a visible and active leader in the Chicago community, strengthening and building relationships that serve as both the city's and university's bedrock. Recognizing that a high percentage of DePaul's students are from Chicagoland, the president will reinforce this pipeline to make DePaul a magnet for Chicagoland high-schoolers. It is also important that they strategically develop relationships with civic, business and nonprofit leaders as many graduates remain in the Chicago area after graduation and become an important part of the city's workforce and rich cultural output.



QUALIFICATIONS AND CHARACTERISTICS

While no single candidate will have all these qualifications and characteristics, DePaul's president should possess many of the following:

- Leadership experience in a highly complex and collaborative environment, ideally in higher education.
- An earned terminal degree and a record of teaching and scholarship commensurate with an appointment to DePaul's faculty.
- A fundamental commitment to the academic mission of the university and a personal interest in the academic life of DePaul.
- Outstanding educational and professional credentials and a demonstrated record of success, including having led innovative and creative practices and initiatives.
- A personal commitment to the education of an ethnically and culturally diverse student body and a record of recruiting and supporting faculty and administrators to advance the diversity of the institution.
- Demonstrated success in building strong consensus and creating broad based support for bold ideas and actions in line with the principles of shared governance.
- Exceptional management, planning and financial skills; an astute understanding of university finances and the relationships among academic priorities; experience setting and overseeing budgets; track record of growing resources.
- A demonstrated track record in building high performance teams through hiring and developing top talent with careful attention to diversity and human resource development.
- Understanding of and ability to promote the university's mission and values, including its Catholic, Vincentian, and urban identity.
- Impeccable integrity with respect to professional and personal ethical behavior.
- Experience with the cultivation, successful solicitation and stewardship of donors; track record of substantial fundraising, ideally in a campaign setting.
- Vision with the ability to think strategically in an academic context.
- High intelligence and outstanding conceptual and analytical skills.
- Strong administrative and implementation skills; track record of leading projects through to completion.
- High level of stamina and energy; ability to multi-task and to perform consistently under pressure in a complex, dynamic environment.
- Entrepreneurial orientation and a sense of community responsibility and engagement.
- Effective interpersonal skills and the ability to forge productive working relationships with university constituencies.
- Reputation as a leader, teacher and mentor who possesses credibility and compassion.
- Outstanding communication skills, both written and oral; the ability to energize and inspire faculty, parents, students, staff and alumni.
- Proven record of inclusiveness in decision-making.
- Evidence of successfully working with a Board of Trustees.

PROCEDURE FOR CANDIDATES

DePaul University has retained Isaacson, Miller, a national executive search firm, to assist in this search. The presidential selection process is governed by the DePaul University Board of Trustees. The board has appointed the Presidential Search Advisory Committee, comprising a diverse mix of DePaul representatives. The committee will oversee the initial recruitment and evaluation of candidates, and the board will make the final appointment.

Screening of complete applications will begin immediately and continue until the position is filled. Inquiries, nominations, referrals and applications consisting of CVs with cover letters should be sent via the Isaacson, Miller website for the search: www.imsearch.com/8108. Electronic submission of materials is strongly encouraged. The position has an expected start date of July 1, 2022.

DePaul University is an Equal Opportunity/Affirmative Action employer. All qualified candidates will receive consideration for employment without regard to race, color, ethnicity, religion, sex, sexual orientation, gender identity, national origin, age, marital status, physical or mental disability, protected veteran status, genetic information or any other legally protected status, in accordance with applicable federal, state and local EEO laws.





 DEPAUL UNIVERSITY

