



**Diversified**  
**Search**

## **POSITION DESCRIPTION**

**FOR THE POSITION OF  
ASSOCIATE PROVOST FOR  
DIVERSITY, EQUITY, AND  
INCLUSION**

**DEPAUL  
UNIVERSITY**



**OCTOBER 2019**

**A MEMBER OF  
ALTOPARTNERS**

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## POSITION DESCRIPTION

<b>POSITION</b>	Associate Provost for Diversity, Equity, and Inclusion
<b>ORGANIZATION</b>	DePaul University
<b>REPORTS TO</b>	Provost
<b>LOCATION</b>	Chicago, Illinois
<b>WEBSITE</b>	<a href="http://www.depaul.edu">www.depaul.edu</a>

## OVERVIEW OF THE OPPORTUNITY

DePaul University seeks a collaborative, strategic, and results-oriented academic leader to serve as Associate Provost for Diversity, Equity, and Inclusion (DEI). As a Vincentian and Catholic university -- the largest Catholic university in the country -- DePaul is a mission-driven institution committed to providing superior higher education to all, especially first-generation college students, immigrants, the poor, and other underserved groups. Designated a Carnegie doctoral/research university, DePaul serves approximately 22,000 full-and part-time students who are taught by 916 full-time and 1,429 adjunct faculty. With one campus in the heart of Chicago's business district and another in the Lincoln Park neighborhood, DePaul offers extensive learning and service opportunities for students, faculty, and staff. DePaul's recent strategic plan, "Grounded in Mission," includes "ensuring a welcoming, engaging, diverse, and inclusive campus environment" as one of its six strategic priorities.

The Associate Provost for DEI is an inaugural position responsible to the Provost for providing vision, leadership, and counsel in the creation of a welcoming and respectful environment that embraces diversity, equity, and inclusion as dimensions of academic excellence. This is an exciting opportunity to shape a proactive leadership role within academic affairs in accordance with national best practices, institutional needs, and changing demographic realities.

The Associate Provost will work collaboratively with DEI leaders in all the academic colleges and administrative areas to advance DePaul's Vincentian mission and strategic DEI goals; recruit, develop, and retain a diverse faculty; and explore ways to infuse DEI into the curriculum. The Associate Provost will be a thought leader and community convener on issues relating to DEI. DePaul seeks an Associate Provost who brings national involvement and recognition as a leader or scholar of DEI with demonstrated success in strengthening faculty DEI through proactive recruitment, training, change management, and other initiatives to foster a positive academic climate. While this position is envisioned to be full-time within the university administration, the Associate Provost must have academic credentials and scholarly accomplishments that warrant a tenured appointment at the level of associate or full professor.

The Associate Provost will be joining a vibrant and diverse academic community in which a deep commitment to DEI is part of the institutional fabric and where their efforts can help to ensure the full realization of the university's expressed mission.



## DIVERSITY, EQUITY, AND INCLUSION AT DEPAUL UNIVERSITY

DePaul's history is rooted in immigrant communities. Its 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 institution. DePaul cherishes its Catholic and Vincentian roots, affirms the dignity of the individual, and values diversity, equity, and inclusion because these are part of its core values and traditions as a Catholic, Vincentian and urban university.

### Definitions

As used by DePaul University, the terms "diversity, equity, and inclusion" are defined in the following ways:

**Diversity:** Diversity of identities, including race, gender, ethnicity, religion, nationality, sexual orientation, socio-economic status, and ability, where these identities have been historically underrepresented in academia and/or have received systematic discriminatory treatment.

**Equity:** Acknowledges unequal starting places, racial disparities, and corrects and addresses the imbalance.

**Inclusion:** The consequence of having different identities valued, leveraged, and embraced.

For a breakdown of 2018 diversity statistics for undergraduate and graduate students, faculty, and staff at DePaul, please see the graph in Appendix B.

Responsibility for matters related to DEI is embedded in many areas of DePaul University, falling under the direct purview of the President, the Provost, and the Executive Vice President (see Organizational Diversity Functional Flow Chart in Appendix C.)

### DEI Responsibilities under the President

The **Office of Institutional Diversity and Equity (OIDE)** reports to the President and implements institutional DEI strategy. Under the leadership of the **Vice President for Institutional Diversity and Equity**, the OIDE oversees cultural programming, the Presidential Faculty Fellows, the President's Diversity Advisory Committee, Employee Resource Groups, and a number of support programs.

- ◆ The **President's Diversity Advisory Committee (PDAC)** promotes collaboration and communication by bringing together representatives from constituency groups to actualize DePaul's diversity goals and objectives, advises the president regarding diversity issues, and serves the university's diverse populations by recommending coordinate institutional procedures that help achieve the objectives as outlined in the university's strategic plan.
- ◆ The **Presidential Faculty Fellows** work with the president and Vice President for Institutional Diversity & Equity to create research to address DEI issues. The Presidential Fellows will focus in a variety of areas, with an overall commitment to intellectual grounding of actions in research and program innovation.
- ◆ The **Employee Resource Groups (ERGs)** are affinity groups that unite around common culture, cause or interest. ERGs at DePaul include the DePaul University Black Leadership Coalition, DePaul Women's Network, ELEVATE: DePaul's Asian/Asian American Professional Community, Latinos Empowered at DePaul, LGBTQ Faculty and Staff Network, DePaul Military Resource Group, and DePaul Parent Connection.

The **Vice President of Mission and Ministry** oversees the Ombudsman and Associate Vice Presidents for Faculty and Staff Engagement and Student Engagement.

### DEI Responsibilities under the Executive Vice President

The Office of Human Resources is responsible for Talent Acquisition, Employee Engagement and the Equal Opportunity Office, and Workplace Learning, and the Controller oversees the Women and Minority Vendor Program.

### DEI Responsibilities under the Provost

- ◆ The **Deans** have direct responsibility for diversity, equity, and inclusion within their colleges and schools. Accordingly, deans are responsible for the fulfillment of DEI goals as stated in the University's strategic plan.
- ◆ Each college has a **Diversity Advocate** who assists the Dean in completing the unit's diversity objectives. The Diversity Advocate acts as a liaison between the Dean, the faculty, and the Associate Provost for DEI to implement and complete required diversity practices and procedures. This structure necessitates an integrated approach where university leaders and their respective academic units work collaboratively to implement diversity initiatives as created and required by the Provost and the Office of Academic Affairs.
- ◆ The **Vice President of Student Affairs** has responsibility for the Office of Multicultural Student Success, the various Identity Centers that support students, the Office of Disability Services, and the university's Title IX program.
- ◆ The **Vice President for Enrollment Management** oversees the Center for Access and Attainment (including the Offices of Admissions and Financial Aid) as well as College Access programs, TRIO Programs, including Student Support Services, and the McNair Fellowships.
- ◆ The Provost also oversees the **Associate Provost for Diversity, Equity, and Inclusion**, an inaugural position responsible for DEI within Academic Affairs.

### **ROLE SUMMARY**

The Associate Provost for Diversity, Equity, and Inclusion provides the necessary vision, leadership, and counsel on matters of diversity, equity, and inclusion to create a welcoming and respectful environment that embraces DEI as dimensions of academic excellence. Reporting to the Provost, the Associate Provost will work with DEI leaders in all the academic colleges and administrative areas to advance DePaul's Vincentian mission and strategic DEI goals. The Associate Provost will work with the colleges on matters dealing with DEI, including exploring ways to infuse DEI into the curriculum, working with the college diversity advocates, and collaborating with the colleges on recruitment and retention of a diverse faculty.

The Associate Provost works in collaboration with other entities on campus focused on DEI initiatives, including the Office of Institutional Diversity and Equity (OIDE), the President's Diversity Advisory Committee (PDAC), the Office of Human Resources, and the Center for Access and Attainment.

Specific responsibilities:

- ▼ Collaborate with Faculty Council, campus leaders, university committees, faculty, OIDE, the Associate Vice President for Student Affairs Equity and Inclusion, Human Resources, the Center for Access and Attainment, and other major units on campus to advance the university's commitment to all aspects of diversity, equity, and inclusion that are essential to academic excellence.

- ▼ Work with the deans to develop diversity action plans with metrics and accountabilities.
- ▼ Analyze and provide recommendations on the current recruitment, hiring, retention, and mentoring of tenured and tenure-track faculty. Conduct research and remain current on promising practices of diversity, equity, and inclusion from across the University as well as best practices at peer higher education institutions. Through statistical analysis, measure the university's progress towards its goal of creating a more diverse, equitable, and inclusive campus community.
- ▼ Monitor the faculty recruitment process to include reviewing the pool of applicants, certifying that the academic hiring units followed stated faculty hiring procedures (including attending search training), and providing faculty diversity doctoral benchmarking data.
- ▼ Work with the College Diversity Advocates in actualizing their roles and responsibilities, provide support, professional development, and a forum to exchange ideas, issues, and explore solutions to effect change.
- ▼ Implement and conduct faculty exit interviews and report on findings and trends on why faculty are leaving the institution.
- ▼ In collaboration with colleagues in the Provost's office, develop and execute faculty inclusion training as part of a professional development portfolio for faculty. Assist with current search training in partnership with OIDE; develop and facilitate workshops regarding difficult conversations in the classroom; and facilitate initiatives designed to enhance the campus climate for faculty.
- ▼ Work with existing academic committees in the design of educational materials that enhance awareness of DEI issues in classroom management.
- ▼ Manage and coordinate relationships with external vendors supporting DEI.
- ▼ Build metrics and accountability measures to gauge diversity, equity, and inclusion progress and develop DEI reports and proposals as needed.
- ▼ Collaborate with OIDE in facilitating the work of the Presidential Fellows and the President's Diversity Advisory Committee.
- ▼ Serve on committees that focus on diversity, equity, and inclusion.
- ▼ Manage and administer department budget.
- ▼ Effectively communicate accomplishments in DEI to the university community, including an annual presentation to the Faculty Council.

## EXPECTATIONS AND CHALLENGES AHEAD

DePaul is a large and diverse academic community with a strong sense of mission, commitment to social justice, and tradition of outreach to marginalized communities throughout its 121-year history. The new Associate Provost will need to operate successfully within this environment and will have the following opportunities for impact:

- ◆ ***Shaping a proactive leadership role within Academic Affairs to address issues of diversity, equity and inclusion:*** The role of Associate Provost for Research and Diversity was created in 2017, but the portfolio proved too overwhelming with neither research nor diversity receiving the attention needed. The creation of this inaugural position of Associate Provost for DEI responds to the expressed demands of faculty for a visionary academic leader who will work with faculty and institutional shared governance to ensure that academic policies, processes, and culture reflect the University's commitments and goals in the areas of diversity, equity, and inclusion. The new Associate Provost will have the opportunity to shape this role in accordance with national best practices, institutional needs, and changing demographic realities. As part of this process and working with colleagues from across the institution, the Associate Provost will be expected to develop an academic diversity plan with goals, expected outcomes, and regular reports on progress to the university community.
- ◆ ***Bringing greater cohesion to diversity, equity, and inclusion efforts within academic affairs:*** DEI efforts occur throughout the university in the schools and colleges and within other offices. The Associate Provost will be expected to provide leadership in pulling together colleagues working on DEI issues across the institution, sharing information and best practices, coordinating efforts and creating logical connections across the various bodies addressing diversity, equity, and inclusion.
- ◆ ***Implementing effective strategies and best practices:*** The Associate Provost is expected to review academic affairs policies that affect faculty recruitment, promotion, tenure, development, advancement, and pedagogy to ensure they are implemented equitably and consistently. As a thought leader and expert in the area of diversity, equity, and inclusion, the Associate Provost will be expected to educate the campus on issues around DEI in higher education, best practices, and other strategies for making progress.
- ◆ ***Building a culture of measurement and accountability:*** The Associate Provost will be expected to lead in promoting and coordinating the collection of data through such initiatives as climate and equity studies, and advocating for subsequent change and transparent communication to the university community.
- ◆ ***Contributing to a climate of inclusion:*** Many of the tensions within a university community occur around the intersection of diversity, equity, and inclusion and issues of freedom of speech, including offensive speech. The Associate Provost must be skilled in navigating tense and difficult conversations and adept at anticipating and promoting proactive steps to create an inclusive climate conducive to intellectual growth and ongoing learning, so that intermittent crises become part of an overarching institutional response that is consistent and well-grounded in DePaul's core values.

In the short term, the Associate Provost's success will be measured by the degree to which the Associate Provost has learned the workings of the institution, built relationships with key constituents, and become an important part of the Provost's leadership team and the Academic Affairs infrastructure. In the longer term, success will be measured by the widespread recognition that diversity, equity, and inclusion have been elevated in importance throughout the academic enterprise; that the university is "moving the needle" in faculty representation, retention, tenure, promotion, and leadership; and that structures for empowerment have been created across



the institution, enabling issues to be discussed openly with effective communication and clear strategies for effecting change.

## REQUIRED QUALIFICATIONS AND EXPERIENCE

DePaul University seeks a collaborative, strategic, and results-oriented academic leader to serve as Associate Provost for Diversity, Equity, and Inclusion. This individual will serve as a thought leader and community convener on issues related to diversity, equity, and inclusion to promote a culture and climate that support the success of all who learn, teach, and engage in the DePaul community. While this position is envisioned to be full-time within university administration, the Associate Provost must have academic credentials and scholarly accomplishments warranting a tenured appointment at the level of associate or full professor.

### Critical Selection Criteria:

- ▼ Terminal degree from an accredited institution;
- ▼ Experience of having successfully gone through a tenure and promotion process;
- ▼ National involvement and recognition as a leader or scholar of diversity, equity, and inclusion with a mastery of academic DEI issues and an understanding of large and small inequities and systemic practices that have inhibited progress in these areas;
- ▼ Deep passion for the work of diversity, equity, and inclusion; willingness to serve as a catalyst for change; and skills to build a community based on values of respect and accountability that lead to a more equitable, fair, and just environment;
- ▼ Demonstrated success in strengthening DEI through proactive recruitment, training, change management, and other initiatives to foster a positive academic climate;
- ▼ Demonstrated excellence in administration and strategic planning, with a proven record of providing strategic vision and leadership, and a track record of implementing systemic change and collaboration across multiple departments and units;
- ▼ Strong evidence of success as a collaborator with the ability to bring diverse groups together around a common mission and vision; a strong track record of building coalitions and consensus;
- ▼ Effective communication skills, with the ability to articulate and advocate the vision and goals of the university; conflict resolution skills needed to navigate tense and/or politically-charged situations to resolve problems and reconcile competing interests; sophisticated relational abilities;
- ▼ Ability to problem-solve, make decisions, and implement change; demonstrated skills in collecting and using data to assess programs and increase shared accountability; ability to use proven best practices and a commitment to transparency in communicating results;

- ▼ Ability to work successfully within the framework of a large urban university, as well as with external stakeholders;
- ▼ Demonstrated cross-cultural competencies, including strong emotional intelligence, influencing skills, and the ability to proactively engage and build relationships with university constituencies and underrepresented communities; sensitivity to all constituencies served by the university with a demonstrated commitment to building a climate of inclusiveness; the ability to understand nuance;
- ▼ The interpersonal strengths of an open-minded, strategic, and creative thinker and active listener who can mediate diverse opinions to address shared needs and inspire confidence and trust; a strong commitment to collaborating with faculty.

### Preferred Qualifications

- ▼ An informed understanding of innovations in higher education institutions or other complex environments that have strengthened the prominence of diversity, equity, and inclusion in their research, teaching, or outreach missions;
- ▼ Experience contributing to cross-campus partnerships including those aimed at recruiting and retaining diverse faculty, staff, and graduate and undergraduate students, integrating DEI into curricula and the student experience, improving faculty and staff training, assessing the educational impact of DEI, enhancing campus climate, and revising policies to address the legal dimensions of affirmative action and DEI initiatives;
- ▼ A well-developed understanding of the culture of higher education, including, tenure and promotion, the competing needs of different constituencies, and the student life cycle; and a record of campus-wide engagement grounded in principles of strong shared governance;
- ▼ The ability to inspire others to act;
- ▼ Evidence of excellent judgment, patience, and stamina.

*For additional information, please consult the university's website at <https://www.depaul.edu>.*

*DePaul University is an Equal Opportunity/Affirmative Action employer. All qualified applicants 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.*

## SEARCH TEAM

Nominations and applications will be accepted until the position is filled, but for fullest consideration, applications should be received by December 1, 2019. Applications and expressions of interest should be accompanied by a cover letter, curriculum vita, and the names of five references. Cover letters should address how the candidate's experience and qualifications have prepared them for the role. Materials should be submitted electronically in confidence to [DePaul APDEI@divsearch.com](mailto:DePaul_APDEI@divsearch.com).

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## APPENDIX A: ABOUT DEPAUL UNIVERSITY

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 and also 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.

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 916 full-time and 1,429 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. About 64% of DePaul's 181,000 living alumni reside in the Chicago metropolitan area.

### 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 22,000 students. DePaul is not only the largest Catholic university in the country, it is also the largest private university with a primary mission of teaching and service.

Named after St. Vincent de Paul, the 17<sup>th</sup> century French priest who devoted his life to serving and caring for others, DePaul has always been an institution that serves first-generation and low-income students. Currently first-generation students represent 33% of the freshman class. DePaul enrolls more Pell recipients than 92% of all colleges and universities in the U.S. and graduates them at a higher rate than other universities with similar numbers. 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 DePaul University.

### DePaul's Campuses

DePaul's 10 colleges and schools are 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. Approximately 2,400 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 for 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, the new home for 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 new 185,000 square-foot facility opened in fall 2018, offering a world-class space for educating the next generation of musicians and music professionals.

### Academic Excellence

DePaul is a teaching university with a foundation of faculty scholarship and research. Students can select from more than 300 undergraduate and graduate programs. Faculty members bring academic expertise, and many work in Chicago as consultants, researchers, entrepreneurs, and artists, bringing their professional expertise into the classroom. Ninety-eight percent of all classes are taught by professors.

DePaul has received national recognition: In 2019, *US News & World Report* ranks DePaul among the best colleges in the nation and a "best value" school. The Fulbright Scholarship program lists DePaul among the top producers of award recipients in the country. The Peace Corps ranks DePaul among the top volunteer-producing colleges and universities. *Princeton Review* ranks DePaul's undergraduate entrepreneurship program as #13 in the country. Among other notable recognitions, *College Magazine* ranks DePaul among the ten best schools in the country for animation; The Hollywood Reporter ranks The Theatre School's acting program #24 in the country; and *US News & World Report* ranks the College of Law's Health Law program #23 in the country.

### Students

DePaul enrolls 14,500 undergraduate students and 7,930 graduate students. Students are drawn from all 50 states and 114 foreign countries; international students represent 6% of DePaul's enrollment. At DePaul, 61% of all undergraduates complete at least one internship as part of their academic program, and nearly 1,000 students participate in study abroad opportunities in more than 45 countries. Students have the opportunity to participate in 15 NCAA Division 1 athletic teams. More than 3400 students also complete service learning courses annually. In 2017, 92% of undergraduate and graduate degree recipients were successfully employed or continuing their education within six months of graduation. Approximately 88% of these students have jobs related to their degree.

### Connections to Chicago

In addition to the cultural benefits of countless restaurants, museums, performance venues, and recreational activities within Chicago and along the shores of Lake Michigan, DePaul's academic and professional connections to the city have always been strong. The university's strategic plan has strengthened these connections and enhanced academic and research opportunities for students and faculty. For example:

- ◆ An alliance with Rosalind Franklin University of Medicine and Science provides pathways for DePaul students to complete professional degree programs and for faculty at both institutions to 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.
- ◆ A collaboration between The Second City and DePaul's School of Cinematic Arts offers comprehensive degree programs in comedy filmmaking.



- ◆ As a member of business incubators 1871 and 2112, DePaul students have access to Chicago’s thriving technology start-up 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 the Chicago Public Schools to offer mentorship, conduct studies and teacher training opportunities.
- ◆ DePaul has an academic partnership with DePaul College Prep, a Catholic high school on the north side of Chicago.

### **Global Engagement**

Expanding international and multicultural learning opportunities that effectively prepare students to be successful, innovative leaders in a diverse, global society is a high priority for DePaul. From recruiting international students to building partnerships with universities in other countries, DePaul actively seeks transformative global learning and cross-cultural engagement opportunities for all students, faculty, and staff.

DePaul has a number of strategic alliances with institutions around the globe to facilitate student and faculty exchange opportunities, research collaborations, and other joint initiatives. In addition to the opportunities afforded by a wide portfolio of study abroad programs, DePaul strives to expose students to intercultural experiences through the Global Learning Experience (GLE), a structured initiative in collaborative online international learning. Since 2013, the GLE initiative has helped faculty members bring global perspective to their classrooms by opening their courses to international interaction via technology. Designed by faculty members and their international counterparts, the curriculum provides students and faculty opportunities for meaningful reflection in both multicultural and global contexts. Since the initiative’s inception, DePaul has implemented 72 GLEs with more than 1,200 DePaul student participants. More than 22 countries have participated, with course topics ranging from early childhood and special education to democracy and dictatorship to data structures in Java.

### **DePaul’s Finances**

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, 2018, the university generated \$585 million in revenues and produced an operating income of \$43.8 million.

The market value of DePaul’s endowment holdings at the end of fiscal year 2018 was \$591 million. The annual operating budget in recent years has been in the range of \$412 million and operating margins have generally been in the range of 7% , which is on target with performance metrics for comparably-rated private U.S. higher educational institutions. The university holds current credit ratings of “A2” with a stable rating outlook from Moody’s Investors Service and “A” with a stable rating outlook from both Fitch Ratings and Standard & Poor’s.

### **Strategic Plan**

DePaul launched its strategic plan, “Grounded in Mission—The Plan for DePaul 2024” at the beginning of 2018-19. The plan imagines not only how DePaul will transform itself in six years’ time, but also how the university

will meet changing student and societal needs in the future. The plan grew out of a university-wide effort, engaging faculty, staff, and students through a task force, planning teams, and town hall meetings. “Grounded in Mission” lays out the vision that:

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.

“Grounded in Mission” aims to achieve six strategic priorities:

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

### DePaul’s Leadership

DePaul University is led by A. Gabriel Esteban, Ph.D., who was appointed President on July 1, 2017. The first lay leader of the university, President Esteban came to DePaul from Seton Hall University where he served as president from 2011-2017. At Seton Hall, he led the university's strategic planning and campus master plan initiatives, enhanced and created undergraduate and graduate programs, led strategic changes in enrollment management and financial aid strategies, and established academic priorities for the university. Under his leadership, Seton Hall announced the establishment of the only private medical school in New Jersey in partnership with Hackensack Meridian Health, a new College of Communication and the Arts, and a department of Catholic Studies. Dr. Esteban holds a doctorate in business administration from the Graduate School of Management of the University of California, Irvine and a master’s in Japanese business studies from Chaminade University in Honolulu. Esteban earned his MBA and bachelor’s degree in mathematics from the University of the Philippines, Diliman, Quezon City.

Esteban has served American higher education in a number of national roles, including membership on the Accreditation Review Council of the Higher Learning Commission and chairing numerous accreditation visits. Since 2012, he has been a member of the Commission on Inclusion for the American Council of Education. Esteban currently serves on the board of the Asian Pacific Americans in Higher Education. He is a founding board member and vice chairman of the Asian Pacific Islander American Association of Colleges and Universities, a national organization established to advocate on behalf of minority-serving institutions that have significant numbers of Asian American and Pacific Islander American students.

A celebrated leader and advocate for minorities, Esteban has received multiple honors throughout his career. His *alma mater*, the University of California, Irvine, recently named him one of its top 50 graduate and



postdoctoral alumni. The Carnegie Corporation of New York recognized him as a “Great Immigrant” in 2015, and New Jersey’s leading business journal, NJBIZ, included him in its list of the 100 most powerful state leaders in 2016. In 2014, the Equestrian Order of the Holy Sepulchre of Jerusalem knighted him, and St. Paul’s Outreach presented him its Servant Leader Award. The Embassy of the Philippines presented him with a certificate of achievement award in 2013.

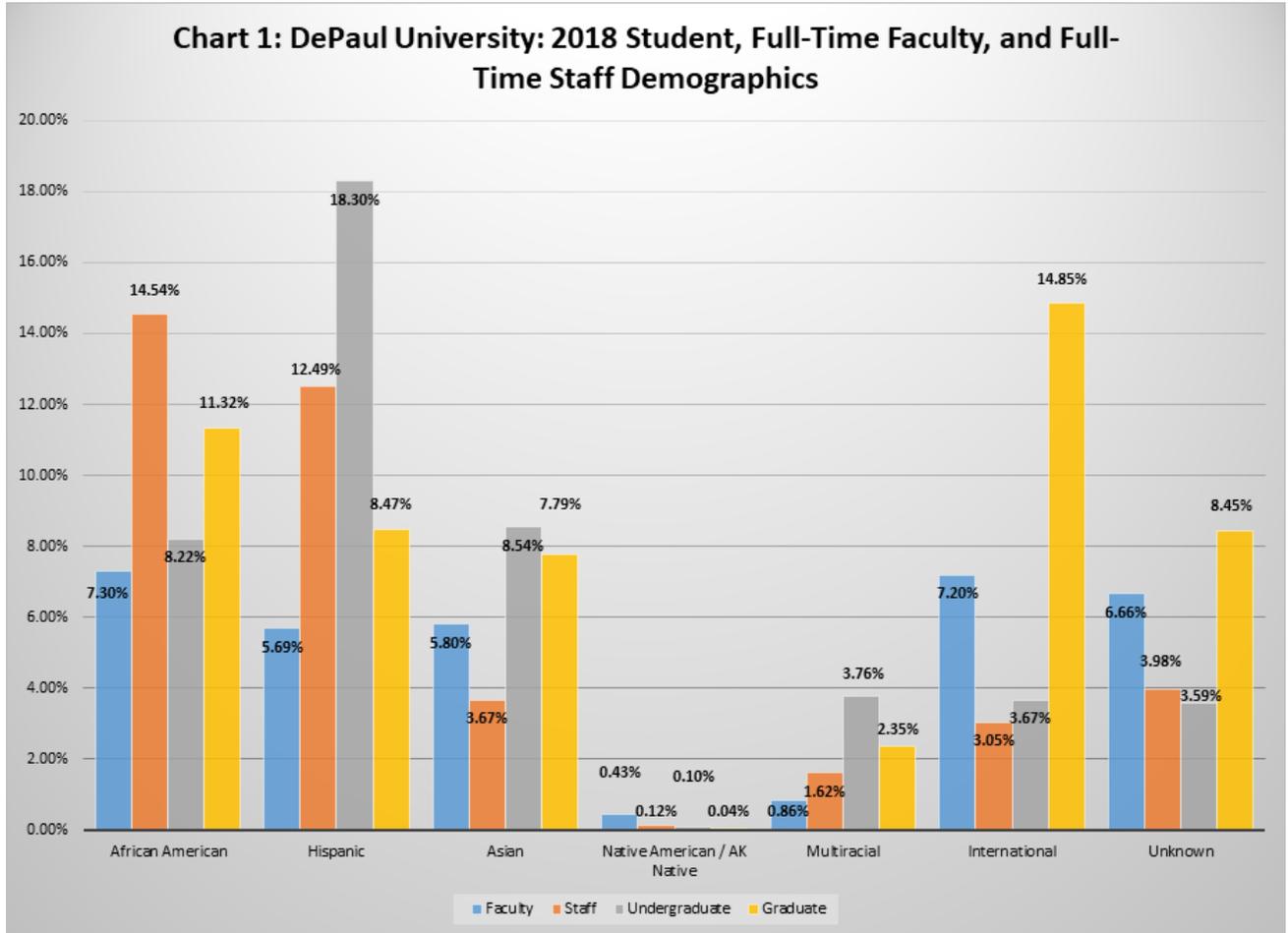
Salma Ghanem, PhD, was appointed Interim Provost on July 1, 2019, and will serve in an interim role for three years. She had served as Acting Provost since October 2018. Ghanem joined DePaul in August 2014 as dean of the College of Communication. Prior to joining DePaul, she served as dean of the College of Communication and Fine Arts at Central Michigan University. She also held the position of chair of the Department of Communication at the University of Texas Pan American.

In addition to her academic background, Provost Ghanem served as a press and information officer for the Press Office of the Egyptian Mission to the United Nations in New York and as a communication specialist with the clinical teaching campus of Texas A&M Health Science Center College of Medicine. She earned a PhD in Journalism from the University of Texas at Austin.

Ghanem embraces diversity both personally and professionally. Her intercultural experiences have helped her transcend cultural and racial boundaries. Born and raised in Egypt, she attended the Sacré Coeur Catholic School in Cairo. She is fluent in Arabic and French and has considerable skill in Spanish. Her passion for cultural awareness and interdisciplinary research stems from the fact she herself is an immigrant and was raised by parents who are Egyptian and Dutch. She taught for 15 years at the University of Texas-Pan American, a Hispanic Serving Institution. She also taught in several study-abroad programs in Spain, Egypt, Turkey, Austria and Germany.

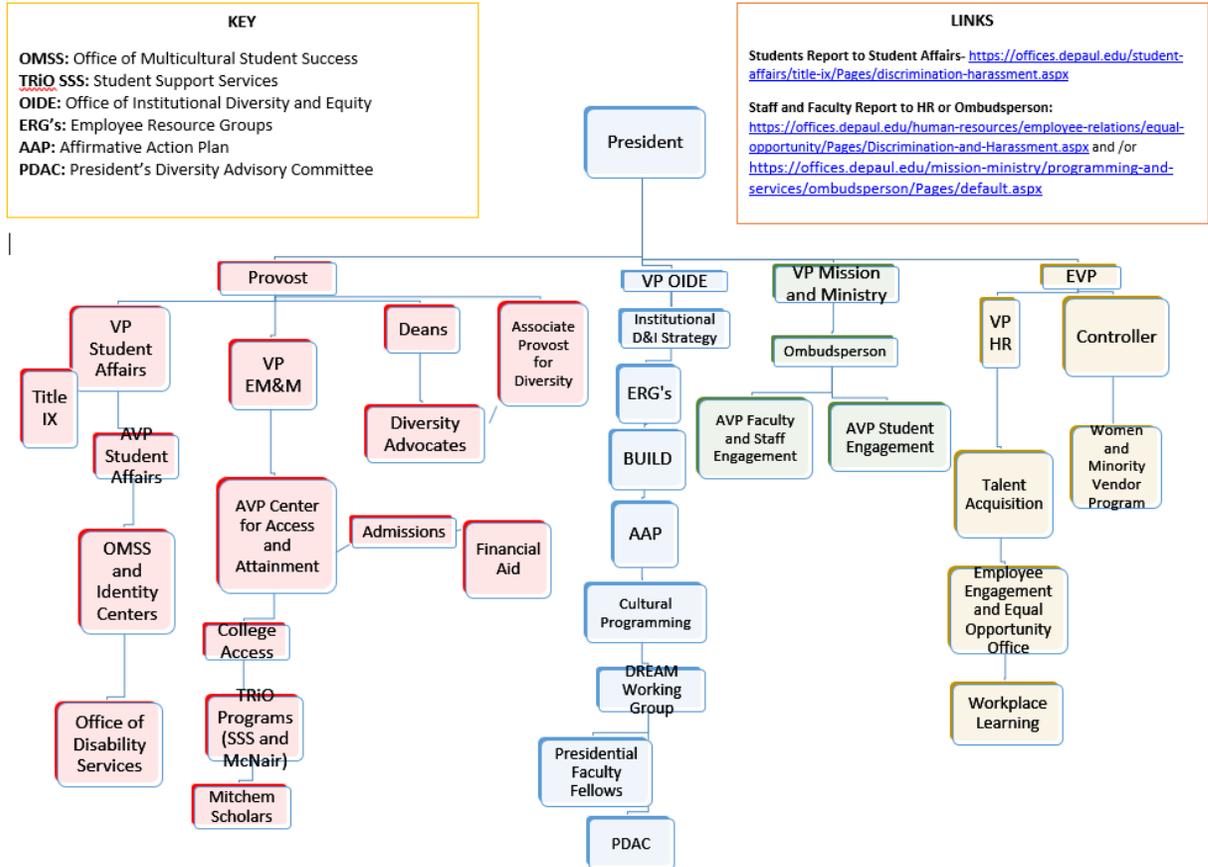
Ghanem received multiple awards for research and teaching and has published and presented nationally and internationally. Her publication record includes political communication with particular emphasis on the first and second level of agenda setting and framing. She also published and presented research on international media coverage, intercultural communication and advertising in the Middle East. She is the founding editor of the *Agenda Setting Journal* and a board member of the International Association for Intercultural Communication Studies.

**APPENDIX B: 2018 DIVERSITY DATA**



**APPENDIX C: ORGANIZATIONAL DIVERSITY FUNCTIONAL FLOW CHART**

**ORGANIZATIONAL DIVERSITY FUNCTIONAL FLOW CHART**



## Associate Provost for Diversity, Equity and Inclusion DePaul University

DePaul University seeks a collaborative, strategic, and results-oriented academic leader to serve as Associate Provost for Diversity, Equity, and Inclusion (DEI). As a Vincentian and Catholic university -- the largest Catholic university in the country -- DePaul is a mission-driven institution committed to providing superior higher education to all, especially first-generation college students, immigrants, the poor, and other underserved groups. Designated a Carnegie doctoral/research university, DePaul serves approximately 22,000 full-and part-time students who are taught by 916 full-time and 1,429 adjunct faculty. With one campus in the heart of Chicago's business district and another in the Lincoln Park neighborhood, DePaul offers extensive learning and service opportunities for students, faculty, and staff. DePaul's recent strategic plan, "Grounded in Mission," includes "ensuring a welcoming, engaging, diverse, and inclusive campus environment" as one of its six strategic priorities.

The Associate Provost for DEI is an inaugural position responsible to the Provost for providing vision, leadership, and counsel in the creation of a welcoming and respectful environment that embraces diversity, equity, and inclusion as dimensions of academic excellence. This is an exciting opportunity to shape a proactive leadership role within academic affairs in accordance with national best practices, institutional needs, and changing demographic realities. The Associate Provost will be joining a vibrant and diverse academic community in which a deep commitment to DEI is part of the institutional fabric and where their efforts can help to ensure the full realization of the university's expressed mission.

The Associate Provost will work collaboratively with DEI leaders in all the academic colleges and administrative areas to advance DePaul's Vincentian mission and strategic DEI goals; recruit, develop, and retain a diverse faculty; and explore ways to infuse DEI into the curriculum. The Associate Provost will be a thought leader and community convener on issues relating to DEI. DePaul seeks an Associate Provost who brings national involvement and recognition as a leader or scholar of DEI with demonstrated success in strengthening faculty DEI through proactive recruitment, training, change management, and other initiatives to foster a positive academic climate. While this position is envisioned to be full-time within the university administration, the Associate Provost must have academic credentials and scholarly accomplishments that warrant a tenured appointment at the level of associate or full professor.

DePaul University seeks a thoughtful and energetic leader with a broad vision for the role of diversity, equity, and inclusion in achieving institutional excellence. The successful candidate will have a mastery of academic DEI issues and an understanding of large and small inequities and systemic practices that have inhibited progress in these areas; demonstrated excellence in administration and strategic planning, with a proven record of providing strategic vision and leadership, and a track record of implementing systemic change and collaboration across multiple departments and units; strong evidence of success as a collaborator with the ability to bring diverse groups together around a common mission and vision; a strong track record of building coalitions and consensus; demonstrated skills in collecting and using data to assess programs and increase shared accountability; ability to use proven best practices and a commitment to transparency in communicating results. The Associate Provost must possess a terminal degree from an accredited institution, experience of having successfully gone through a tenure and promotion process, and the ability to work successfully within the framework of a large urban university. The successful candidate will demonstrate deep passion for the work of diversity, equity, and inclusion; cross-cultural competencies, including strong emotional intelligence, influencing skills, and the ability to engage and build relationships with university constituencies and underrepresented communities. The Associate Provost will have strong communication and conflict-resolution skills needed to navigate politically-charged situations to resolve problems, build consensus, and reconcile competing interests.

Screening will begin immediately and continue until an appointment is made. All communications will be treated confidentially. Nominations, inquiries, and applications (including a cover letter, curriculum vitae or resume, and the names of five references) should be directed electronically in confidence to [DePaul\\_APDEI@divsearch.com](mailto:DePaul_APDEI@divsearch.com). For further information, please contact:

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For additional information, please consult the university's website at <https://www.depaul.edu>.

*DePaul University is an Equal Opportunity/Affirmative Action employer. All qualified applicants 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.*