This Leadership Profile is intended to provide information about DePaul University and the position of Dean of the College of Science and Health. It is designed to assist qualified individuals in assessing their interest.
Opportunity and Summary of Position

DePaul University’s College of Science and Health (CSH) brings together the natural sciences, mathematics, psychology and the health sciences under a single academic unit to catalyze collaborations in the classroom, laboratory and field. To realize the full potential of this successful and growing enterprise, DePaul seeks a dean to lead the College to consolidate growth and nurture new programs.

Through its academic programs; in its teaching and in the scholarly work of its faculty and students; the DePaul University community lives and imparts the Vincentian values that have guided it across the 120 years of its existence. The Vincentian spirit of the institution is also reflected in its public service, and commitment to the city of Chicago. As it has evolved from “the little school under the ‘L’,” to the nation’s largest Catholic university, DePaul has remained true to its central mission and values. Under the leadership of its president, A. Gabriel Esteban, Ph.D., the University has completed a strategic planning exercise to guide the University's continued growth and prosperity. Aligned with that effort, the new dean will benefit from a CSH strategic plan that is currently in the final stages of development and will guide the College's decision-making and its fortunes for the next several years. Building on a successful base, the new dean will have the opportunity to expand the College's footprint within DePaul; to diversify its faculty, staff, and students; to ensure the success of its faculty and students; to grow programs of distinction that attract the best student and faculty minds; and to play a central role in DePaul's expansion in healthcare education. The successful candidate will demonstrate an academic record commensurate with a tenured appointment to the DePaul faculty at the rank of professor, and a track record of leadership and management that inspires the confidence of every constituency. Resonance with DePaul's Catholic Vincentian mission is of paramount importance, and a successful track record for enhancing diversity, equity, inclusion and social justice in previous settings is likewise required. Candidates demonstrating successful experience leading change and in the development of compelling interdisciplinary academic programs will be at a particular advantage, as will leaders with an open and collaborative managerial style and a history of successful leadership in a shared governance environment.

The dean of the College of Science and Health at DePaul University will join an institution with a compelling mission in one of the world's most vibrant cities, and will have the opportunity to expand upon an already-successful enterprise.

Recruitment will continue until the position is filled. Information regarding the process for nominations and applications for this opportunity may be found near the end of this document in the section entitled “Procedure for Candidacy.”
College of Science and Health

The College of Science and Health (CSH) was established in 2011 to help its students meet the demands of the growing fields of science and health. CSH takes a multidisciplinary approach to preparing students for careers in the science and healthcare fields and offers a wide range of undergraduate majors and graduate programs in the areas of biology, chemistry and biochemistry; environmental science and studies; health sciences; mathematics; neuroscience; nursing; physics and astrophysics; and psychology.

The college has launched several innovative new graduate programs (18 master's and doctoral degrees in total) with many of these available as combined programs, allowing undergraduates to continue as graduate students completing degrees in a timely and rigorous manner. The nursing program, formally established as the School of Nursing in 2011, is a core program within CSH, and has a 70-year history of innovative program design at DePaul. Faculty scholarship focuses on vulnerable populations as well as quality and safety in nursing practice.

The college also provides streamlined programs in medicine, pharmacy, podiatry, physical therapy, physician assistant practice and pathologists’ assistant practice in partnership with Rosalind Franklin University of Medicine and Science. The Pathways Honors program is a rigorous and selective program that allows students the option to participate in the Early Opportunity Program for entrance into one of six professional programs at Rosalind Franklin University of Medicine and Science (RFUMS), as soon as the end of their first year at DePaul University.

CSH currently enrolls over 843 graduate students and 2,458 undergraduates; of whom 330 students are enrolled in the college's Pathways Honor Program for highly qualified and motivated undergraduate students pursuing a health career.

Mission

The College of Science and Health at DePaul University provides high quality, personalized and accessible science and health education to a diverse student body, grounded in the values of St. Vincent de Paul. CSH teaching and research advances knowledge in service to society.

Vision

CSH aspires to be a leading urban college of science and health with an inclusive environment that supports diverse people and ideas:

- Delivering rigorous and relevant science and health education programs
- Assuring every student with an emphasis in the sciences an authentic research experience
- Providing every student with an emphasis in health with an understanding of health disparities and best practices to address and advance health care in a global society
- Affording every student an opportunity to reinforce their learning through internships and community engagement
o Providing every student support in exploring and achieving their professional and career goals

o Supporting a faculty of inspiring, effective and innovative teachers

o Sustaining a faculty with the resources to produce impactful scholarship and become thought leaders in their field

o Encouraging faculty to share their knowledge and skills with the local and global community

**Research**

Research plays a critical role in the College of Science and Health. Indeed, almost all of the college’s 167 full-time faculty are engaged in active, scholarly projects, many of which provide first-hand research experiences for both graduate and undergraduate students. Much of this research is supported by both internal and external funding programs. CSH has state-of-the-art, on-campus research facilities supplemented by strong relationships with Chicago area institutions, national facilities and international collaborators. There is an emphasis in the College of student engagement in research across the curriculum. All of the centers, departments and Schools in the College of Science and Health have well-established, faculty-led research programs within them. An overview of each unit’s research activities may be accessed at the links below.

o [Department of Biological Sciences](#)

o [Department of Chemistry and Biochemistry](#)

o [Department of Environmental Science and Studies](#)

o [Department of Health Sciences](#)

o [Department of Mathematical Sciences](#)

o [Department of Physics and Astrophysics](#)

o [Department of Psychology](#)

o [School of Nursing](#)

o [Department of STEM Studies](#)

**Centers and Institutes**

STEM Center

Quantitative Reasoning Center

Center for Community Research
Strategic Planning

In December, representatives from across CSH came together to begin crafting a strategic plan for the college based on DePaul’s new strategic plan, *Grounded in Mission: The Plan for DePaul 2024*. Five committees formed to support continuing strategic planning for CSH in the following areas: (1) Graduate Programs; (2) Health Programs; (3) Research; (4) Student Retention and Inclusivity; (5) Faculty and Staff Diversity; and (6) STEM Center. These five committees will continue meeting through the winter and spring quarters to develop specific goals, objectives, and measures for their strategic area based on the following draft priorities and objectives.

- Expand, foster and celebrate diverse faculty and staff, at all levels, to better reflect the student body with a focus on groups that are traditionally underrepresented in academia.
- Strengthen the quality of our graduate and professional programs to provide a high quality graduate and undergraduate experience throughout the college
- Support, enhance and communicate excellence in research by the CSH Community as a Whole
- Increase student retention
- Expand CSH capacity and programs for students interested in health-related careers
- Create a community of practice around the College for STEM education and outreach

Facilities

In 2009 DePaul opened the $40-million Monsignor Andrew J. McGowan Science Building on the Lincoln Park Campus. The 130,000-square-foot, four-story structure houses 28 research and teaching laboratories, a lecture hall and two tiered classrooms, and a multipurpose room that converts from a classroom to a lab. The building has a rooftop garden used for research and teaching, and two greenhouses. The facility is designed to educate our students to face the technical and social challenges of the future as well as to meet the needs of national and state’s scientific and medical communities. The building is named for the brother of William G. McGowan, the late founder of MCI Communications and the namesake for DePaul’s first science building, which was completed in 1998 and lies just north of the new building.

Other facilities include office and research space in several other locations throughout the Lincoln Park campus.
Office of the Dean

The dean serves as the chief academic officer for the College of Science and Health, guiding the articulation and implementation of CSH strategic priorities, and managing its academic and operational resources. The dean reports to DePaul’s provost, leads a full time staff of 57, and oversees an operating budget of $30 million for programs that generate nearly $65 million in operating revenue each year.

In addition to CSH department chairs and program directors, those reporting to the CSH dean include the following.

Associate Dean for Administration
Associate Dean for Faculty Affairs
Associate Dean for Health Programs and Initiatives
Associate Dean for Research
Assistant Dean for Academic Services
Assistant Dean for Administration and Operations
Executive Assistant

The CSH Dean's Office organization chart as well as detailed information about the college's financial and staff resources, faculty demographics, and enrollment trends may be found in the Appendix of this document.
Opportunities and Expectations for Leadership

The following represent some of the immediate opportunities that the new dean will address during the first two to three years in office. They are presented here in no particular order.

**Maintain and enhance the College’s commitment to DePaul’s mission and values**

DePaul's mission is intrinsic to every aspect of its plans, its operations and its very ethos. The University’s commitment to social justice, diversity, equity, inclusion and the betterment of the human condition guide its every decision and are at the heart of its enterprise. The dean will be a champion of building a more diverse, equitable and inclusive environment at CSH, working closely with the executive team, staff and faculty throughout the College. The ideal candidate will have evidence of success in leading and supporting a collaborative enterprise that reflects and extends diversity in all its forms (racial, gender, socioeconomic, intellectual, methodological, disciplinary, etc.).

**Accommodate growth**

As is the case nationally, DePaul is realizing considerable expansion of interest in the STEM fields generally and in health care specifically. As a result, student headcounts are increasing in the College, and demand for new and/or expanded programs is considerable. Acknowledging the demand, the College is growing programs, particularly on the clinical side, including occupational therapy and speech therapy, and the University's STEM Center is being moved into the College. The new dean will capitalize on these and other opportunities for growth within the unit.

One concern associated with this growth is the balance between the basic and clinical sciences. The dean will work with the faculty to maintain and enhance an environment in which both basic and clinical scholarship and teaching are valued and symbiotic.

**Play a central role in DePaul’s expansion in healthcare**

DePaul has long provided its students with opportunities to expand their horizons into healthcare education, including especially its highly successful Pathways Honors Program. As both student and societal demand for healthcare professionals increases, DePaul wishes to be better positioned to accommodate for these needs. The new dean will work closely with College and University faculty and with University leadership to develop and articulate a plan for this expansion and to lead the institution in the execution of that plan. Critical to success will be important strategic decisions such as whether or not to partner with other institutions in program development, what to build and what to find in such partnerships and how best to balance growth in the healthcare disciplines with the University's mission and values and the integrity of the academic program as a whole.
Play a central role in DePaul's stewardship of new scientific programs

Recognizing that the College has seen a recent flourishing of new majors and minors, as well as interdisciplinary programs at both the undergraduate and graduate level, the dean will nurture these programs, and foster an atmosphere where innovative academic programs will stimulate new thinking across the curriculum.

Optimize the impact of program portfolio review

In keeping with current best practices, DePaul is reviewing all of its academic and administrative programs with an eye toward resource allocation and future investment. This review takes into account centrality to mission, current enrollments, prospective student demand and myriad other factors. The result of this review will be the identification of programs for increased or reduced priority for investment of time, faculty lines and other critical resources. The new dean will be ideally positioned to react energetically to the findings of the process, which will be largely completed in the current academic year. Working closely with the faculty, the new dean will have a significant body of data available on which to make critical decisions about the future of the College and its many programs, including such issues as additional experiential learning and other high-impact practices, the percentage of classes taught by adjuncts, etc.

Execute the strategic plan

DePaul takes strategic planning extremely seriously. The University's current strategic plan is now informing planning by all of its divisions, including the College of Science and Health. The new dean will thus inherit a new and widely-embraced road map by which to guide decision-making and operations over the subsequent four to five years. That plan should be sufficiently well developed and broadly embraced to be shared with candidates at later stages of this search process. It's important that the dean have the skills to partner with College leaders to develop and execute big-picture strategy, craft and test new strategies, nurture new initiatives and resolve management challenges. In addition the dean should cultivate a culture of collaboration across the college to leverage talent, knowledge and new ideas.

Generate additional resources, especially via private philanthropy

The CSH dean will play an active role in the cultivation and solicitation of prospects for support and will work with the University's alumni relations staff to nurture an environment of inclusion among the College's graduates. Likewise, the dean will seek out and be receptive to opportunities to partner with other units within DePaul and organizations external to the University.
Personal Qualities and Professional Qualifications

The Dean of DePaul University's College of Science and Health will understand and resonate deeply with the University's mission and values and will demonstrate a sound understanding of and sensitivity to the juxtaposition of DePaul's Catholic, Vincentian values and contemporary issues in science and health. Possessing an earned terminal degree and a record of teaching, scholarship and service commensurate with a tenured appointment to the faculty at the rank of professor, the candidate of choice will demonstrate a successful track record as a leader of an academic enterprise within an environment of similar or greater complexity. In keeping with the University's mission and values, a deep understanding of issues of diversity, equity and inclusion and a personal record for having addressed effectively these issues — particularly in the STEM disciplines — is required.

The ideal candidate is a notably scholar and skilled administrator, as DePaul seeks to link academic units and programs both to leverage resources and to create compelling learning and scholarly opportunities for the University community. The idea candidate will have demonstrated financial acumen, effective budget management and ability to collaboratively and creative address fiscal constraints and investment opportunities. Previous experience with interdisciplinary program development and creativity within the academic program is highly desirable, as is experience with every level of student attainment from the bachelor's degree to the Ph.D. Candidates with familiarity or, even better, personal engagement with both basic and clinical sciences will be at a particular advantage. Of particular import is a collaborative spirit and a record for having forged partnerships both internal and external to the institution(s) served.

The dean will be a champion for the liberal arts and committed to a robust general education. The successful candidate will demonstrate a commitment to shared governance and a history of inclusive and data-driven decision-making. The successful candidate will be a superior communicator with a penchant for transparency and will possess the surpassing relationship-building skills necessary to be a successful advocate on behalf of the University and the College. Previous, successful experience generating private philanthropic support is highly desirable.

Superior strategic skills and a comprehensive understanding of the current issues facing higher education are critical. As a catalyst for change within the academic environment, the new dean will display the critical qualities and competency of leadership, including unquestioned integrity, a sound and actionable sense of self, prodigious energy, sound judgment, creativity, humility, excellent listening skills, the ability to assess and a willingness to undertake calculated risks, courage of convictions, a tolerance for ambiguity and a sense of humor.
The University

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

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 119 years later, the University has evolved from its humble beginnings to enroll more than 22,000 students. DePaul is now not only the largest Catholic university in the country, it also is the largest private university with a primary mission of teaching and service.

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 35% of the freshman class. These students aspire to be the first in their families to complete a college education. 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.

DePaul today

In the past two decades, DePaul has experienced significant growth, rising to new levels of academic achievement and national recognition. The University features 10 colleges and schools spread across two major campuses: the Lincoln Park Campus and the Loop Campus. The 40-acre Lincoln Park Campus is the most active and largest at the University. Approximately 3,000 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.

DePaul also offers courses and degree programs at an international location in Bahrain. The University has constructed, purchased or completely renovated 17 buildings in 16 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. Construction of a new events center just south of the Loop campus — the new home of DePaul basketball — has just been completed. The first game took place in November 2017. The new facility for the School of Music was completed in spring 2018.
Schools

Spread across its Lincoln Park and Loop Campuses, DePaul offers 150 undergraduate majors and 100 graduate programs through 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

Leadership

President

A. Gabriel Esteban, Ph.D., is the 12th president of DePaul University. He assumed the presidency on July 1, 2017, as the first lay leader in DePaul’s history.

Dr. Esteban oversees a $565-million budget, more than 22,000 students on two major Chicago campuses, and more than 2,300 full-time faculty and staff and approximately 1,150 part-time faculty and staff. Under his leadership DePaul developed its current strategic plan, “Grounded in Mission: The Plan for DePaul 2024.” It calls for deepening the University’s commitment to its Catholic, Vincentian and urban mission; ensuring an inclusive campus environment; preparing all students for global citizenship and success; expanding access to high-quality, affordable academic programs; elevating academic excellence and embracing a culture of creativity and discovery; and employing bold approaches to ensure DePaul’s continued fiscal strength for future generations.

Before arriving at DePaul, Dr. Esteban had extensive experience in higher education. Most recently, he served as the president of Seton Hall University, a Catholic institution in New Jersey, where he led strategic planning and campus master plan initiatives, strategic changes in enrollment management, and financial aid strategies that enhanced the university’s reputation. During his tenure, Seton Hall announced the establishment of the only private medical school in New Jersey in partnership with Hackensack Meridian Health. Prior to Seton Hall, he served in
senior-level leadership positions and on the faculty of higher education institutions in Arkansas, Texas and the Philippines.

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. He earned his MBA and bachelor’s degree in mathematics from the University of the Philippines, Diliman, Quezon City.

**Provost**

Salma Ghanem, Ph.D., 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, she 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.

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.

She earned a Ph.D. in Journalism from the University of Texas at Austin in 1996.

**Financial Resources**

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 $583.8 million in revenue and an operating surplus of $42.8 million. The market value of DePaul’s endowment holdings at the end of fiscal year 2018 was $591.6 million.
The annual operating budget in recent years has been in the range of $580 million, and operating margins have generally been in the range of seven %, 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.

DePaul and Chicago

At DePaul faculty and staff benefit from access and proximity to countless restaurants, museums, performance venues and recreational activities along the shores of Lake Michigan. Academically and professionally, DePaul’s connection to the city of Chicago has always been strong. The University leverages its location in the city of Chicago to cultivate relationships with a diverse range of employers and thousands of alumni. These connections provide students with access to mentorship as well as critical career experiences, like internships and job shadows, that enable them to connect their coursework to real-world situations and build a strong professional network.

In recent years, as part of the University’s strategic plan, a series of strategic 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 example:

- 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 initiatives ranging from research projects to a joint degree program.

- Cinespace Chicago Film Studios provides students with film and television production experience, learning alongside network television and Hollywood motion picture professionals filming in the city.

- 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. In addition, a collaboration with Facing History and Ourselves helps educators across Chicago develop tools to address complex social issues in the classroom.

- DePaul has an academic partnership with DePaul College Prep, a high school on the north side of Chicago. Formerly Gordon Tech College Prep, DePaul College Prep works with the University to deliver a strong, Catholic and college-prep education to students from across the city and surrounding suburbs.

- DePaul, Chicago History Museum and the Art Institute of Chicago have educational alliances that give students the opportunity to gain free admission.
Procedure for Candidacy

Inquiries, nominations and applications are invited. For formal consideration, applicants should submit a resume and cover letter in response to the opportunities and expectations described within this leadership profile to DePaulCSH@wittkieffer.com. For fullest consideration, application materials should be received by December 20, 2019.

Material that must be mailed may be sent to:

Dean  
College of Science and Health  
DePaul University  
c/o WittKieffer  
Attention: Dennis Barden and Elizabeth Bohan  
2015 Spring Road, Suite 510  
Oak Brook, IL 60523

Confidential inquiries and questions may be directed to the WittKieffer consultants supporting this search at 630-575-6152.

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.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from DePaul University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
Appendix I: Organizational Chart

College of Science & Health

[Organizational Chart Diagram]

Dorothy Rozowski
Interim Dean

Kurtis Todd
Executive Assistant

Chairs & Directors
(See next page)

Richard Niedziela
Associate Dean - Administration

Phil Fink
Associate Dean - Health Programs & Initiatives

Susan McMahon
Associate Dean - Research

Jennifer Wrennie-Kizziar
Associate Dean - Operations & Administration

Vacant
Associate Dean - Faculty Affairs

Michael Roberts
Assistant Dean - Academic Services

Sandy Virtue
Director - Online Learning

Lindsay Burdick
Associate Director - Pre-Health

Hana Caliendo
Manager, Grants & Sponsored Projects

Vacant
Associate Deans’ Admin Assistant

Amanda Storyward
Operations Coordinator

Lauren Paez
Associate Director - Undergraduate Advising

Jennifer Salazar
Assistant Director - Undergraduate Advising & Research

Darren Davis
Associate Director - Operations

Paty Arrué-Lópezo
Associate Director - Graduate Student Services

Lindsay Burdick
Associate Director - Pre-Health

Erin Berkowitz
Director - Advising

Anne O’Neill
Student Services Advisor
College of Science & Health (continued)
Appendix II: Budget Overview, College of Science & Health

FINANCIAL RESOURCES

The financial resources for the College of Science and Health (CSH) are managed internally through two hundred and twenty-one (257) active revenue/cost centers (DeptID designations within the PeopleSoft Financial System):

<table>
<thead>
<tr>
<th>Fund</th>
<th>Fund Description</th>
<th>DeptID Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>Operations</td>
<td>29</td>
</tr>
<tr>
<td>200</td>
<td>Donor Gifts &amp; Discretionary Sources</td>
<td>30</td>
</tr>
<tr>
<td>220</td>
<td>Residuals from Operations</td>
<td>9</td>
</tr>
<tr>
<td>230 / 240</td>
<td>Quasi / True / Term Endowments</td>
<td>37</td>
</tr>
<tr>
<td>5XX</td>
<td>Sponsored Projects &amp; Research (Federal, State/Local, Private &amp; Internal Grants)</td>
<td>150</td>
</tr>
<tr>
<td>900</td>
<td>Agency / Student Organizations</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>257</strong></td>
</tr>
</tbody>
</table>

The daily fiscal and operational responsibilities of the Dean’s Office and general CSH business affairs is managed by the full-time Assistant Dean for Finance and Administration and staff. That oversight is augmented with central administration support both from Financial Affairs and Academic Affairs with regard to financial management, budgeting and reporting.

The direct budgeted financial resources for CSH for FY19, were planned to yield a gross margin of approximately 53% or $34 million dollars (rounded):
Fiscal year 2017-18 is the last year of final actual results (as of August 20, 2019), and the margins by undergraduate and graduate segments are presented below to lend perspective of the student segments within the College:

<table>
<thead>
<tr>
<th>CSH Graduate vs. Undergraduate Margins</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Financial Aid Rate</td>
</tr>
<tr>
<td>Graduate: 16.2%</td>
</tr>
<tr>
<td>Undergraduate: 36.3%</td>
</tr>
<tr>
<td>Total: 33.1%</td>
</tr>
<tr>
<td>Classroom Course Class Size</td>
</tr>
<tr>
<td>Graduate: 14.2</td>
</tr>
<tr>
<td>Undergraduate: 28.5</td>
</tr>
<tr>
<td>Total: 24.8</td>
</tr>
<tr>
<td>Credit Hours</td>
</tr>
<tr>
<td>Graduate: 23,447</td>
</tr>
<tr>
<td>Undergraduate: 102,314</td>
</tr>
<tr>
<td>Total: 125,761</td>
</tr>
<tr>
<td>Operating Revenues</td>
</tr>
<tr>
<td>Tuition: $15,510,412</td>
</tr>
<tr>
<td>Less Financial Aid: ($2,506,574)</td>
</tr>
<tr>
<td>Net Tuition: $13,003,837</td>
</tr>
<tr>
<td>Course Fees: -</td>
</tr>
<tr>
<td>Other Fees: 36,264</td>
</tr>
<tr>
<td>Gross Revenue: 42,216</td>
</tr>
<tr>
<td>Funded Financial Aid Revenue: 44,794</td>
</tr>
<tr>
<td>Total Operating Revenue: $ 13,147,000</td>
</tr>
<tr>
<td>Direct Expenses</td>
</tr>
<tr>
<td>Salaries and Benefits</td>
</tr>
<tr>
<td>Full-Time Faculty Salaries: 3,654,319</td>
</tr>
<tr>
<td>Part-Time Faculty Salaries: 910,637</td>
</tr>
<tr>
<td>Full-Time Other Salaries: 747,879</td>
</tr>
<tr>
<td>Part-Time Other Salaries: 685,773</td>
</tr>
<tr>
<td>Benefits: 1,764,277</td>
</tr>
<tr>
<td>Total Salaries and Benefits: 7,742,186</td>
</tr>
<tr>
<td>Department Salaries: 1,061,032</td>
</tr>
<tr>
<td>Non-Department Salaries: -</td>
</tr>
<tr>
<td>Total Direct Expenses: 8,803,218</td>
</tr>
<tr>
<td>Gross Income: $4,343,702</td>
</tr>
<tr>
<td>Gross Margin (%): 33.0%</td>
</tr>
</tbody>
</table>

ENROLLMENT
Enrollment patterns within the College have been declining slightly over the past few years:
FULL-TIME FACULTY

In the winter of 2019, the College of Science and Health employed one hundred sixty-one (161) faculty members and had five (5) vacancies. The grid below depicts that complement by rank and functional title:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>38</td>
<td>22.9%</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>54</td>
<td>32.5%</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>20</td>
<td>15.7%</td>
</tr>
<tr>
<td>Clinical Associate Professor LTC</td>
<td>2</td>
<td>1.2%</td>
</tr>
<tr>
<td>Clinical Assistant Professor LTC</td>
<td>12</td>
<td>7.2%</td>
</tr>
<tr>
<td>Instructor NTT</td>
<td>2</td>
<td>1.2%</td>
</tr>
<tr>
<td>Senior Professional Lecturer LTC</td>
<td>3</td>
<td>1.8%</td>
</tr>
<tr>
<td>Professional Lecturer LTC</td>
<td>13</td>
<td>7.9%</td>
</tr>
<tr>
<td>Simulation Nurse Educator LTC</td>
<td>2</td>
<td>1.2%</td>
</tr>
<tr>
<td>Teaching Associate Professor LTC</td>
<td>1</td>
<td>0.6%</td>
</tr>
<tr>
<td>Teaching Assistant Professor LTC</td>
<td>6</td>
<td>3.0%</td>
</tr>
<tr>
<td>Term Assistant Professor LTC</td>
<td>3</td>
<td>1.8%</td>
</tr>
<tr>
<td>Vacant/New</td>
<td>6</td>
<td>3.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>168</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Other full-time faculty attributes (for filled positions) within the College may be characterized as follows:
FULL-TIME STAFFING
In the summer of 2019, the College of Science and Health employed fifty-three (53) full-time staff members and carried five (4) current vacancies. The grid below identifies those staff resources by department:

<table>
<thead>
<tr>
<th>Department</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biology</td>
<td>2</td>
<td>3.5%</td>
</tr>
<tr>
<td>Chemistry</td>
<td>3</td>
<td>5.3%</td>
</tr>
<tr>
<td>Environmental Science</td>
<td>2</td>
<td>3.5%</td>
</tr>
<tr>
<td>Health Science</td>
<td>3</td>
<td>5.3%</td>
</tr>
<tr>
<td>Mathematics</td>
<td>1</td>
<td>1.8%</td>
</tr>
<tr>
<td>Nursing</td>
<td>4</td>
<td>7.0%</td>
</tr>
<tr>
<td>Physics</td>
<td>1</td>
<td>1.8%</td>
</tr>
<tr>
<td>Psychology</td>
<td>3</td>
<td>5.3%</td>
</tr>
<tr>
<td>STEM Studies</td>
<td>1</td>
<td>1.8%</td>
</tr>
<tr>
<td>CSH College Support</td>
<td>18</td>
<td>31.6%</td>
</tr>
<tr>
<td>Grant Funded</td>
<td>15</td>
<td>26.3%</td>
</tr>
<tr>
<td>Vacant/New</td>
<td>4</td>
<td>7.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>57</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

The pie chart below illustrates the distribution of full-time staff positions by category:

- **Academic Programs** - 32%
- **College Support** - 35%
- **Grant Funded** - 20%
- **Vacant/New** - 3%

Leaders Connecting Leaders