



Charles R. Drew University
of Medicine and Science

Vice Provost
for Enrollment
Management

2023-2024

WittKieffer

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Executive Summary

Charles R. Drew University of Medicine and Science (CDU), a private, nonprofit, community-founded, student-centered university in Los Angeles, California, is seeking an inaugural vice provost for enrollment management.

A private university with a public mission, Charles R. Drew University of Medicine and Science was founded in 1966 in the wake of the Watts Uprising with a vision of creating a world without health disparities. Comprised of three colleges – the College of Medicine, the College of Science and Health, and the Mervyn M. Dymally College of Nursing – CDU offers undergraduate degrees, graduate degrees, and certificate programs across a range of health and medical professions.

CDU's story is truly one of transforming lives and shaping the future of healthcare. *The Chronicle of Higher Education* recognized CDU as the second-most diverse private nonprofit university in the nation. Over 80% of CDU students and over 70% of CDU faculty are from communities of color. CDU has earned designation as a minority-serving institution (MSI) and a Historically Black Graduate Institution (HBGI). One of only four Historically Black Medical Colleges, CDU is also a charter Hispanic Serving Health Professions Schools member as well as a member of the Hispanic Association of Colleges and Universities. More than 80% of CDU graduates state that they will return to practice and provide much-needed care in underserved and under-resourced communities.

Reporting to the executive vice president for academic affairs and provost, the vice provost for enrollment management will be asked to build on CDU's achievements, further the university's powerful mission, and optimize the

future for CDU as articulated in the [2021-2026 Strategic Plan](#). In particular, the vice provost will be required to develop a strategic plan for transformational enrollment growth, cultivate collaborative partnerships to boost enrollment efforts, provide leadership and support for the enrollment management team, and enhance data management capabilities and expand evidence-based decision-making processes.

The ideal candidate will be able to demonstrate a track record of success in enrollment leadership, with a preference for those who have operated in the health professions or STEM space. It will be important for the vice provost to have a thorough understanding of and dedication to CDU's mission and a commitment to diversity, equity, inclusion, and social justice. Knowledge of best practices in enrollment and expected national demographic changes and insight to expand opportunities and grow new markets; an understanding of predictive modeling, student demographics, net tuition revenue, and pricing forecasts in order to achieve institutional aspirations and enrollment and budget goals; and proven success harnessing technology in inventive and productive ways to increase access, reach, and efficiency will be essential for success. The vice provost will have a hunger for transformational change, the ability to lead that change, and talent for helping colleagues navigate change. A willingness to lead with vision and confidence; the ability to build and motivate a team and skill in cultivating the talents of team members; and a commitment to communicating with frequency, transparency, and candor will be assets for the role.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.

Role of the Vice Provost for Enrollment Management

Reporting to the executive vice president for academic affairs and provost, the vice provost for enrollment management will play a vital role in helping Charles R. Drew University of Medicine and Science fulfill its vision of a world without health disparities.

The vice provost will provide overall direction, leadership and coordination of the CDU's enrollment management activities including all aspects of student recruitment, community college partnerships, undergraduate and graduate admissions, financial aid, and the registrar. The vice provost will work with deans and program directors to evaluate existing and potential new graduate and undergraduate programs, advise on market positioning of graduate and undergraduate programs, and function as the subject-matter expert on marketing related to student recruitment for all programs. The vice provost will also partner with campus stakeholders on strategies for improving student enrollment, retention and graduation rates.

The vice provost will be responsible for 22 staff and annual budget of \$2.2 million. Direct reports to the vice provost include:

- Director, Admissions
- Director, Financial Aid
- Director, Office of Registration and Records
- Director, Community College Partnerships



ENROLLMENT AT CDU

In fall 2023, total enrollment was 952:

Degree Type	Students
Associate of Science, Radiologic Technology	80
Bachelor of Science (Public Health, Biomedical Sciences, Psychology)	61
Bachelor of Science in Nursing	85
Certificate (Post Master's)	85
Professional (UCLA/CDU Medical Education Program)	173
Master of Health Science (Physician Assistant)	75
Master of Public Health	36
Master of Science, Biomedical Sciences	33
Masters of Science in Nursing	235
Doctor of Nursing Practice	15
Graduate Medical Education (Residency/Fellowship)	74
Doctor of Medicine	60
Total	1,012

Excluding Graduate Medical Education and non-degree programs, 91% of students came from California. The majority (67%) came from Los Angeles County. Out-of-state students accounted for 9% of the student body. The racial/ethnic composition of the class included 30% Black or African American; 15% Hispanic or Latino; .5% Native Hawaiian or Pacific Islander; 7% White; 12% Asian; 19% two or more races; 16.5% unknown. Women make up 64% of the student population.

OFFICE OF ADMISSIONS

The [Office of Admissions](#) consists of 8.5 staff members and engages with undergraduates, graduate and professional students, transfer students, certificate-seeking students, and students in non-degree programs.

For undergraduate transfer students, CDU has established guaranteed admission pathways for California Community College students in STEM fields. In addition, the university has specific articulation agreements with multiple local community colleges. CDU also stands ready to assist students with transfer options to undergraduate programs in Biomedical Sciences (B.S.), Psychology (B.S.), Public Health (B.S.), Nursing (BSN) and Radiologic Technology (A.S.). CDU also has a program for community college students to participate in an eight-week summer research program and a year-long continuum at the university. The [Engaged Students in Aging Research \(ESAR\) program](#) allows students who transfer to CDU to pursue a bachelor's degree in any of CDU's undergraduate programs.

Prospective undergraduate students who are in high school or transfer students seeking an associate or bachelor's degree may apply to CDU using the Common Application or Nursing CAS, depending upon program. Prospective graduate students will use a range of applications depending upon program, which can be found [here](#).

In 2024, CDU will implement Slate by Technolutions.

OFFICE OF FINANCIAL AID AND SCHOLARSHIPS

The [Office of Financial Aid and Scholarships](#) consists of seven staff members and disburses approximately \$30 million in total aid annually.

In 2022-2023, 60% of undergraduate students received financial aid and were awarded over \$1.3 million in federal and state grants and \$2.1 million in scholarships. Pell Grant recipients accounted for about 40% of undergraduate students.

Applicants to CDU may apply for aid using the FAFSA. Financial aid packages may include federal aid, institutional aid, loans, and federal work study. Enrolled students may also submit an application for a books and supplies voucher, or for funds from the CDU Emergency Fund.

OFFICE OF REGISTRATION AND RECORDS

The [Office of Registration and Records](#) consists of five staff members and is committed to upholding the mission of CDU by maintaining the integrity of academic records and by providing excellent service to students, staff, faculty, and alumni. The office remains dedicated to student success from their first day through graduation.

OFFICE OF COMMUNITY COLLEGE PARTNERSHIPS

The [Office of Community College Partnerships](#) consists of 1.5 staff and provides stewardship for CDU's relationships with community colleges by establishing agreements for the guaranteed admission of students from partnering institutions who meet certain requirements.

In addition, CDU offers guaranteed admission to California Community College students with an Associate Degree for Transfer (AD-T) in STEM fields aligned with their major. This unique opportunity allows students to save time and money by guaranteeing enrollment with junior standing in the B.S. in Biomedical Science, B.S. in Public Health or B.S. in Psychology programs.

Opportunities and Expectations for Leadership

Charles R. Drew University of Medicine and Science is committed to cultivating diverse health professions leaders who are dedicated to social justice and health equity for underserved populations. One theme that resounds throughout the CDU narrative is an unwavering devotion to making a real change for the better. This is reflected in CDU's outcomes. A California Wellness Foundation report estimated that one-third of all minority physicians practicing in Los Angeles County are graduates of the CDU medical school and/or residency training programs. More than 80% of CDU graduates report returning to practice and providing much-needed care in underserved communities following graduation. CDU has been ranked nationally in two studies for student income post-graduation. A Brookings Institute college evaluation system called CDU a "hidden gem," positioning CDU third in the nation for providing the greatest value-added boost to alumni in occupational earnings power. In a U.S. Department of Education College Scorecard, CDU placed in the top 20 (15th) among California universities in "salary after attending."

CDU's story is truly one of transforming lives and shaping the future of healthcare. The vice provost will be asked to build on CDU's achievements, further the university's powerful mission, and optimize the future for CDU as articulated in the [2021-2026 Strategic Plan](#), which lists the following five themes:

1. Accelerate CDU's transformation into a comprehensive, midsize, residential, undergraduate-graduate, research intensive, health professions and science university.
2. Promote the CDU mission through the [CDU Advantage](#) and student engagement.
3. Secure and deploy resources commensurate with the pace of CDU's transformative growth.
4. Structure and strengthen internal processes to optimize productivity and efficiency.
5. Improve and strengthen the institutional climate.

Within this context, the vice provost for enrollment management will be expected to:

Develop a strategic plan for transformational enrollment growth.

The diversity of health professionals continues to present a major challenge in the United States and in California. South Los Angeles, where CDU is located, is a critically under-resourced area – one of the California's Health Professional Shortage Areas (HPSA). This makes CDU's work even more critical, and CDU intends to meet the moment, by embarking on transformational growth.

CDU is positioned to seize on new opportunities. In summer 2023, CDU welcomed its first class of 60 students into a new independent M.D. program. A new master's degree program in genetic counseling is about to be launched. Additionally, CDU began the expansion of its North Campus, growing its campus footprint by 12.8 acres. These developments will well position CDU as it strives to increase enrollment to 2,000 students. The vice provost will explore opportunities to increase enrollment in undergraduate, graduate, professional, certificate, and non-degree programs. The vice provost will think strategically and aggressively about new markets for recruitment and assess conversion rates at various points in the admissions funnel. The vice provost will also work with CDU leadership to examine programmatic offerings, modalities, and the enhancement of the residential experience for students on the CDU campus to grow enrollment. Some immediate areas of focus include:

- Slate Implementation: CDU has made recent investment to enhance the campuswide technology infrastructure. Implementation of Slate by Technolutions is scheduled to begin in January 2024, providing a powerful tool to optimize communications, streamline application processing, and manage aspects of a modern admissions office. The vice provost must fully embrace the technology, ensure a smooth implementation, and provide leadership on how to leverage the technology to boost enrollment efforts.
- Undergraduate Enrollment: The vice provost will need to think creatively and intentionally about how to build the undergraduate population, focusing on underserved communities as well as areas with students who are interested in staying close to home and joining a community where staff and faculty know them personally and where they will receive an education that develops their leadership, advocacy, and activism. Building productive relationships with community colleges through the Office of Community College partnerships will be essential to strengthen the pipeline for transfer students. Additionally, the vice provost will integrate transfer credit articulation into registrar activities to assure the seamless incorporation of transfer credit during the enrollment process.
- Graduate Enrollment: There are opportunities for graduate enrollment growth. The vice provost will design mechanisms to increase coordination with deans and program directors to develop comprehensive strategies to enhance the recruitment of graduate students while still giving academic programs appropriate autonomy. The vice provost will utilize data analytics and market research to shape strategic direction for this effort.
- Financial Aid: The vice provost will promote the implementation of financial literacy programs for prospective, new, and continuing students. The vice provost should also evaluate financial aid processes to ensure CDU's packages and the notification of awards are able to have maximum impact on student choice as well as retention.



Cultivate collaborative partnerships to boost enrollment efforts.

The vice provost will cultivate broad recognition of the importance of enrollment for CDU and create opportunities for greater collaboration and engagement of the CDU community in new methods to support enrollment growth. The vice provost will serve as a key thought partner to senior leadership, facilitating robust conversations about enrollment goals, objectives, tradeoffs and opportunities. Additionally, the vice provost will galvanize campus constituents around efforts to implement enrollment plans, programs, services, and other related initiatives including retention efforts. Enrollment priorities may differ across programs, and the vice provost will involve the deans, other academic program leaders, and campus leadership in setting short- and long-term enrollment goals for their colleges that, when taken together, meet CDU's overall needs. Ultimately, the vice provost will lead a collaborative enrollment effort that is highly engaged with and responsive to the colleges and programs.

Provide leadership and support for the enrollment management team.

The vice provost for enrollment management role is an inaugural position that will bring together previously separate units in order to create synergies across those areas to produce desired enrollment outcomes. The vice provost will serve as a catalyst for innovative, outside-the-box thinking and problem-solving and be able to identify an optimal path forward as CDU pursues ambitious enrollment targets in a changing higher education landscape.

The vice provost will join a dedicated team that is deeply committed to the mission of CDU. The vice provost will assess the structure and workflow within enrollment and assure proper staffing in all areas. Demonstrating a commitment to training, developing, supporting, and retaining staff will be essential for success. Additionally, the vice provost will engage staff to set goals, further enhance collaboration within the division and across the campus and develop staff members in a way that is empathetic as well as results-oriented.

Enhance data management capabilities and expand evidence-based decision-making processes.

The vice provost will harness data and predictive analytics to anticipate and respond to the rapidly shifting and competitive higher education landscape. The vice provost will work with campus stakeholders to facilitate the collection, analysis, and reporting of data, and ensure data reliability and compliance. The vice provost will be expected to develop robust enrollment reports including reporting on enrollment cycle performance compared to targets, tracking of applicant pool size (by program), admit rates, enrollment rates, and retention of continuing students. The vice provost will assure proper tracking and reporting of financial aid activities including the number of students packaged each term, average loan amounts, and annual loan default rates. It will be important for the vice provost to foster the sharing of data to help CDU constituents understand the market and assess threats and opportunities in order to aid in decision making.



Professional Qualifications and Personal Qualities

Charles R. Drew University of Medicine and Science seeks a collaborative, transformative, and innovative leader to join the institution as vice provost for enrollment management. As the chief enrollment officer, candidates will be expected to have seven or more years of relevant enrollment management leadership experience. A bachelor's degree is required; advanced degree is strongly preferred. In addition, the selected candidate will bring many of the following professional qualifications, skills, experiences, and personal qualities:

- **Enrollment management expertise:** A track record of success in enrollment leadership, with a preference for those who have operated in the health professions or STEM space. Knowledge of best practices in enrollment and expected national demographic changes and insight to expand opportunities and grow new markets. Ability to articulate a bold vision and provide strategic direction regarding enrollment priorities. Experience in marketing, budgeting, and financial aid leveraging. Demonstrated innovation and creativity in delivering an enrollment operation that achieves short- and long-term goals.
- **Mission alignment and commitment to community engagement:** A thorough understanding of and dedication to CDU's mission and a commitment to diversity, equity, inclusion, and social justice. Readiness to play a vital role in furthering CDU's vision and mission. Demonstrates a hunger for transformational change and an ability to lead that change. A willingness to be part of the Watts-Willowbrook and CDU communities. Experience recruiting students from underserved communities. A high level of cultural competence with the knowledge and understanding of the historical dynamics that continue to disenfranchise people of certain backgrounds and identities.
- **Leadership and management experience:** Ability to lead the enrollment management organization with vision and confidence. Ability to prioritize, a willingness to make difficult choices, and the capacity for decisive action. An ability to build and motivate a team and skill in cultivating the talents of staff that will allow them to achieve institutional goals. Experience leading teams of diverse academic, socioeconomic, cultural, and ethnic backgrounds. Talent for helping colleagues navigate change.
- **Dedication to collaboration:** A highly collaborative team player with strong interpersonal and diplomacy skills. Superb active listening and influencing skills. The ability to cultivate and sustain trust and credibility with colleagues, and to unify them around challenging issues. A willingness to being accessible to and working collaboratively with campus stakeholders and community partners. An understanding and appreciation of shared governance. A commitment to communicating with frequency, transparency, and candor.
- **Analytical savvy and technological acumen:** A savvy user of data who understands predictive modeling, student demographics, net tuition revenue, and pricing forecasts in order to achieve institutional aspirations and enrollment and budget goals. An ability to communicate the interpretation of the data to a larger audience. Proven success in harnessing technology in inventive and productive ways to increase access, reach, and efficiency. Experience with Slate.
- **Personal qualities:** Unimpeachable integrity; a strong ethical compass; and outstanding, results-based judgment. Emotional intelligence, patience, and perseverance. A sense of urgency, willingness to hustle, and a strong bias for action. Innovative, outside-the-box thinking and problem-solving. A realistic understanding of the challenges at hand combined with optimism and an eye to the possible; resourceful.

About Charles R. Drew University of Medicine and Science

Charles R. Drew University of Medicine and Science (CDU) is a private, nonprofit, community-founded, student-centered university. Through outstanding education, clinical service, and community engagement, CDU develops diverse health professionals who are dedicated to social justice and health equity for underserved populations. Recognized as a private university with a public mission, CDU is a leading institution in health disparities research with a focus on knowledge generation, training, treatment, and care in cancer, cardiometabolic diseases, mental health, health policy and HIV/AIDS.

Located in the Watts-Willowbrook area of South Los Angeles, CDU was founded in 1966 in the wake of the Watts Uprising with a vision of creating a world without health disparities. The university is named after Dr. Charles R. Drew, a pioneering African American physician who overcame multiple barriers in the early and mid-20th century to produce seminal work on blood banking and blood plasma storage and transfusion. CDU continues to honor his legacy by breaking new ground in health professions education and working to eliminate health disparities in all communities. CDU comprises the College of Medicine (COM), the College of Science and Health (COSH), and the Mervyn M. Dymally College of Nursing (MMDCON).

The mission of the College of Medicine is to provide education, research and clinical service in the context of community engagement in order to train physician leaders who promote wellness, who provide care with excellence and compassion, and who are committed to transforming the health of diverse and underserved communities. The College of Science and Health provides an integrated program of learning, research, leadership training and community service to prepare graduates to pursue professional goals in biomedical sciences, clinical sciences, physician assistance and public health.


The Mervyn M. Dymally College of Nursing seeks to advance the science and art of nursing by conducting nursing research and providing nursing students with education that emphasizes the health status of underserved communities, for the purpose of enabling graduates to provide evidence-based nursing care with dignity, respect and compassion for all nursing clients.

CDU offers undergraduate degrees, graduate degrees, certificates and residency training programs across a range of health and medical professions, including medicine, nursing, biomedical science, public health, physician assistant, radiologic technology and psychology. In the five decades since the university was incorporated, CDU has graduated more than 600 physicians, 1,225 physician assistants, and nearly 1,600 other health professionals, in addition to training more than 2,700 physician specialists through its sponsored residency programs. Its College of Nursing has graduated more than 1,300 nursing professionals, including more than 950 family nurse practitioners.

COMMITMENT TO DIVERSITY

CDU has earned designation as a Minority-Serving Institution (MSI) by the U.S. Office for Civil Rights and is recognized by the Department of Education (DOE) under Title III B as a Historically Black Graduate Institution (HBGI). The university is a member of the Hispanic Association of Colleges and Universities and recognized as a Hispanic Serving Institution (HSI).

Over 80 percent of CDU students and over 70 percent of CDU faculty are from communities of color. According to The Chronicle of Higher Education, CDU is acknowledged as the second most diverse four-year private nonprofit university in the United States. A recent California Wellness Foundation report



estimated that one-third of all minority physicians practicing in Los Angeles County are graduates of the CDU medical school or residency training programs. More than 80 percent of CDU graduates state that they will return to practice and provide much-needed care in underserved and under-resourced communities.

EMPLOYMENT OUTCOMES

CDU has been ranked nationally for student salaries following graduation. A recent Brookings Institute college evaluation system called CDU a “hidden gem,” positioning the university third in the nation for providing the greatest value-added boost to alumni in occupational earning power. The U.S. Department of Education College Scorecard placed CDU in the top 15 among California universities for post-college earnings.

INSTITUTIONAL OUTCOMES

The CDU Advantage is the distinctive mark of CDU’s development of medical and health professions leaders. Present in all curricula, it is defined by these five domains:

- Excellence in specialized knowledge and research
- Social justice and cultural diversity
- Global and international education and experience
- Community and experiential education in under-resourced areas
- Health policy and systems

CDU is committed to expanding its research portfolio, which is supported by multiple extramural awards from agencies, including the National Institutes of Health (NIH). The overarching goal of CDU’s research agenda is to understand the behavioral, ethnic, cultural and scientific factors that contribute to health disparities and how they impact underrepresented and underprivileged populations. CDU educates highly competitive and award-winning researchers, including undergraduate, graduate and medical students as well as fellows and junior faculty, in performing multi-faceted translational research on health disparities.

CDU is committed to community engagement, partnerships and support. It is home to a range of community-facing programs, clinics and services including the CDU Mobile Health Clinic, Drew CARES, the APLA Health Center and the OASIS clinic. The university maintains strong relationships with multiple agencies, policy leaders and stakeholders who work with CDU to further the mission and support the university and the surrounding communities.

MISSION

Charles R. Drew University of Medicine and Science (CDU) is a private, non-profit, community-founded, student-centered University committed to cultivating diverse health professional leaders who are dedicated to social justice and health equity for underserved populations through outstanding education, research, clinical service and community engagement.

VALUES

Community

At CDU, community encompasses historically underserved, under-resourced, and underrepresented groups, such as those in South Los Angeles and around the world that are impacted by health disparities. As a value, “community” is the binding spirit that inspires and drives their unique approach in preparing health professionals dedicated to social justice and health equity.

Leadership

At CDU, they hold themselves accountable and define their collective and individual responsibility as a catalyst for change necessary to reduce and eliminate health disparities. As a value, “leadership” means they embrace their role as a pioneer in health education and research.

Excellence

At CDU, excellence is the highest quality performance in their operations, interactions, activities, and service to their community. Excellence invokes the desire to challenge and transcend the status quo. As a value, “excellence” represents the transformation they seek in themselves and in their students, faculty, and staff.

Diversity

At CDU, diversity is defined by the multiple perspectives and ideas, plurality of cultures, variety of ethnicities and differences in individuals within their communities. As a value, “diversity” represents a quintessential element of humanity and social justice for all.

Integrity

At CDU, integrity is the strength of character necessary to remain true to their values even in the face of adversity. As a value, “integrity” is conducting trustworthy, ethical, and respectful education, research, clinical and other services in their committed engagement with underserved communities.

Compassion

At CDU, compassion is empathy for the plights and predicaments of disadvantaged populations. As a value, “compassion” propels them to hear the voiceless, compels them to advocate for the oppressed, and obliges them to seek relief for the deprived.

A background image showing a diverse group of students, primarily young adults of color, smiling and looking towards the right. They are dressed in professional or semi-formal attire, including white shirts and a patterned vest. The image is slightly blurred, focusing attention on the text in the foreground.

ACADEMICS

NEW MEDICAL PROGRAM (M.D.)

For more than four decades, CDU has had a relationship with the David Geffen School of Medicine at UCLA through the *Charles R. Drew University/UCLA Medical Education Program (MEP)*, which graduates nearly 30 M.D. students annually with a joint degree from CDU and UCLA. In the fall of 2022, the Liaison Committee on Medical Education (LCME) granted CDU preliminary accreditation for an independent M.D. program, permitting the first class of students to start in July 2023. The new M.D. program will run in parallel with the ongoing CDU-UCLA joint program (MEP) for the next four years. The joint program will evolve into a new partnership, currently referred to as MEP 2.0. L.A. Care Health Plan, the largest publicly operated health plan in the country, has provided \$5 million to support CDU's new four-year medical school program.

PIPELINE PROGRAMS

For over two decades, the CDU Pipeline Program has provided healthcare education and STEM programming for school-age children. Earlier this year (January 2023), the program celebrated the 23rd Annual Junior White Coat ceremony for participating youth.

RESEARCH & SERVICE

Since 2001, CDU's research enterprise and research contributions have been undergirded by an NIH-awarded endowment of \$75 million, the proceeds of which support infrastructure for ongoing research in health disparities, specifically in career development for junior faculty and community engaged research. An additional \$10 million was awarded this year.

Over two decades, CDU has received 1,038 distinct awards with funds totaling \$684 million from multiple divisions in the Department of Health and Human Services (DHHS), Department of Education (ED), Department of Defense (DOD) and Los Angeles County (LAC).

Selected highlights:

- Since 1999, CDU has engaged over 1,076 student trainees from all levels in hands-on research.
- Since 2009, the Division of Cancer Research and Training has obtained a total of \$93.3 million in extramural funding.
- CDU's U54 Center for Accelerating Excellence in Translational Science (AXIS) has been funded continuously by NIMHD since 2009, to a total of over \$58 million.
- CDU participates in the UCLA Clinical and Translational Science Institute (CTSI), a research partnership of four institutions under a \$59 million grant. The UCLA CTSI is among the most prominent institutes of a 60-member consortium established to accelerate the translation of scientific discoveries into effective health interventions that improve clinical care.
- The CDU Research Enterprise partnered with pharmaceutical company Novartis to fund a Center of Excellence for Clinical Trials and provide training opportunities at CDU. The agreement provides \$5.7 million for ten years of support. As a result of this partnership with Novartis, CDU has extended its clinical research partnerships with Merck and Sanofi.
- The CDU/UCLA Cancer Center Partnership Outreach Team initiative "Beyond the Pulpit Health Initiative - Salud en Tu Iglesia" developed train-the-trainer materials on how to develop a health ministry, Cancer 101, information on cancer screening tests and guidelines, healthy eating and physical activity.
- For over a decade, CDU has received support from the Health Resources and Services Administration (HRSA) and the President's Emergency Plan for AIDS Relief (PEPFAR) to enhance and improve the provision of HIV/ AIDS services in Zambia and throughout Sub-Saharan Africa.
- CDU's Black Maternal Health Center of Excellence addresses the persistent birthing disparities that disproportionately impact Black women in Los Angeles County. It is supported by multiple healthcare systems, foundations and community organizations. Most recently, the Center received a \$9 million grant from HRSA to support its work over the next five years in addressing health inequities.

AWARDS & HONORS

In 2022, CDU received a gift of \$11 million from the Chan Zuckerberg Initiative (CZI) to develop a new Master of Science program in Genetic Counseling and to support the new Biomedical Sciences Enrichment program, which is co-sponsored by CZI, Hologic and Kaiser Permanente.

CDU received nearly \$10 million from Bloomberg Philanthropies through 2020 and 2021. These funds were used for scholarships of up to \$100,000 to CDU medical students and to enhance the university's provision of COVID-19 vaccinations to under-resourced communities in Los Angeles and Southern California.

In 2022, philanthropist MacKenzie Scott donated \$20 million to CDU, the largest private gift in the history of CDU.

CDU continues to receive philanthropic funding from several other organizations, including the California Wellness Foundation, the Thurgood Marshall College Fund and Grifols. CDU received the 2021 Josiah Macy Jr. Foundation Award in the category of "Institutional Excellence" for its outstanding leadership in promoting a social mission in health professions education.

CAMPUS EXPANSION

The campus expansion plan of CDU will include an additional 12.8 acres of land, which is adjacent to the campus. Currently designated as the future CDU North Campus, the site will include administrative offices, athletic facilities, student residence halls, affordable housing areas and shared spaces for the CDU community.

In 2021, the California State Legislature appropriated \$50 million to support construction of a new Health Professions Education Building primarily for the new M.D. program, which will include classrooms, virtual and standard anatomy laboratories, staff and faculty offices, and common spaces.



About Charles R. Drew, M.D.



In its emphasis on service to the community, the university draws its inspiration from the life of Dr. Charles R. Drew, whose short 46 years were full of achievements, learning, and sharing of his knowledge to benefit humanity.

Charles R. Drew was born June 3, 1904, in Washington, D.C. He attended Amherst College in Massachusetts, where his athletic prowess in track and football earned him the Mossman trophy as the man who contributed the most to athletics for four years. He then taught biology and served as coach at Morgan State College in Baltimore before entering McGill University School of Medicine in Montreal. As a medical student, Drew became an Alpha Omega Alpha Scholar and won the J. Francis Williams Fellowship, given annually to the top five students in his graduating class. He received his M.D. degree in 1933 and served his first appointment as a faculty instructor in pathology at Howard University from 1935 to 1936. He then became an instructor in surgery and an assistant surgeon at Freedman's Hospital, a federally operated facility associated with Howard University.

In 1938, Drew was awarded a two-year Rockefeller fellowship in surgery and began postgraduate work, earning his Doctor of Science in Surgery at Columbia University. His doctoral thesis, "Banked Blood," was based on an exhaustive study of blood preservation techniques. It was during his research on this topic at Columbia's Presbyterian Hospital that his ultimate destiny in serving mankind was shaped, as World War II created a vital need for information and procedures on how to preserve blood.

With wartime casualties mounting and the wounds and injuries seen by physicians becoming more severe, the need for blood plasma intensified. Drew, as the leading authority in the field, was selected as the full-time medical director of the Blood for Britain project, and he supervised the successful collection of 14,500 pints of vital plasma for the British. In February 1941, Drew was appointed director of the first American Red Cross Blood Bank, in charge of blood for use by the U.S. Army and Navy. During this time, Drew argued that authorities should stop excluding the blood of African Americans from plasma-supply networks. However, after the armed forces ruled in 1942 that the blood of African Americans would be accepted but would have to be stored separately from that of whites, Drew resigned from his official posts. But his accolades continued. The NAACP awarded him the Spingarn Medal in 1944 in recognition of his work on the British and American projects. Virginia State College presented him an honorary Doctor of Science degree in 1945, as did his alma mater Amherst in 1947. Drew returned to Freedman's Hospital and Howard University, where he served as a distinguished surgeon and professor of medicine from 1942 to 1950.

On April 1, 1950, Drew was driving with three colleagues to the annual meeting of the John A. Andrews Association in Tuskegee, Alabama, when he was killed in a one-car accident. The automobile struck the soft shoulder of the road and overturned. Drew was severely injured and rushed to nearby Alamance County General Hospital in Burlington, North Carolina. In the words of his widow, "everything was done in his fight for life" by the medical staff. However, it was too late to save him.

At his untimely death, Drew left behind a devoted wife, Lenore, four children, and a legacy of inspirational, unstinting dedication to service for all people. In 1981, the U.S. Postal Service paid tribute to Drew by issuing in his honor, a stamp in the GREAT AMERICANS Series. CDU continues to honor his legacy by pioneering in health and education.

Leadership

DAVID M. CARLISLE, M.D., PH.D.



Since 2011, David M. Carlisle, M.D., Ph.D., has served as the President and Chief Executive Officer of CDU. Dr. Carlisle is a published author in health policy, quality of care, medical education diversity and eliminating health disparities. A board-certified Internal Medicine specialist, his clinical work has always revolved around caring for the underserved.

President Carlisle graduated from Wesleyan University, majoring in chemistry. He then earned his Medical Degree from Brown University, his Master of Public Health and his Ph.D. in Health Services Research from the UCLA Fielding School of Public Health. He completed a Robert Wood Johnson Foundation Clinical Scholars Program fellowship at the David Geffen School of Medicine at UCLA in 1990.

Dr. Carlisle has been affiliated with the UCLA Department of Medicine for approximately thirty-one years, becoming a tenured Associate Professor in 1998. He is presently a Professor of Medicine and Public Health at CDU and an Adjunct Professor of Medicine at UCLA.

President Carlisle served as Director of the Office of Statewide Health Planning and Development for eleven years (2000-2011) under Governor Gray Davis, Governor Arnold Schwarzenegger, and Governor Jerry Brown. Under his leadership, OSHPD released its first-ever health disparities reports, increased scholarship and loan repayment opportunities for health providers committed to practice in underrepresented, under-resourced and underserved communities, and successfully administered hospital seismic safety as well as health facility loan insurance programs.

In 2007, Dr. Carlisle became a Senior Fellow at UCLA's Luskin School of Public Affairs and served as a member of the Advisory Council of the UCLA Fielding School of Public Health. In 2018, he was appointed a member of the California Future Health Workforce Commission and has formally served as a member of the Board of Trustees for the California Health Care Foundation. Dr. Carlisle is a former member of the Futuro Health Community Board and served as a founding member of the BioscienceLA Board. In 2023, Dr. Carlisle was appointed to the State of California's newly formed Health Care Affordability Board, which will be an essential partner to the Department of Health Care Access and Information (HCAI) - Office of Health Care Affordability.

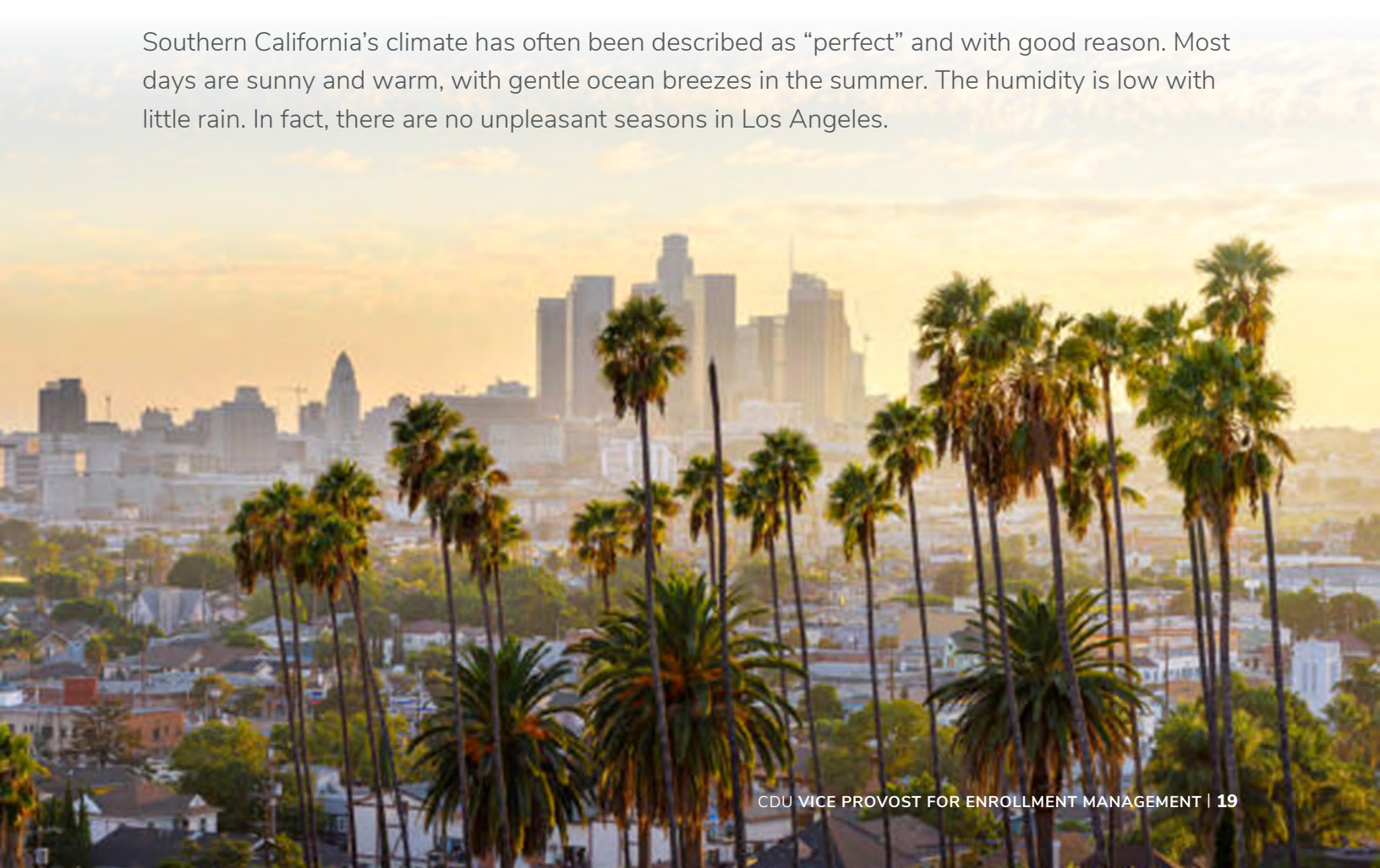
The Community

LOS ANGELES, CALIFORNIA

A place for bold dreams, creative expression and limitless possibilities, Los Angeles is a city defined by its people. LA is one of the most culturally diverse destinations in the world, with Angelenos from 140 countries who speak 224 different languages and the largest Latin-American and Asian-American populations of any US city. Los Angeles inspires visitors to immerse themselves in unique perspectives, unexpected moments, and open-hearted community. There's always something new to discover in the City of Angels whether you're a frequent visitor or a first timer, with an abundance of multi-faceted neighborhoods and hidden gems to explore. From world-class museums and championship sports teams to beautiful beaches and one-of-a-kind culinary experiences, Los Angeles invites you to join our vibrant, bustling community of dreamers and doers.

Today, metro Los Angeles is the nation's largest manufacturing area, home to one of its busiest ports, the distribution hub of the west coast and a gateway to Asia. LA is the entertainment capital of the world, with most of the country's major motion picture, television and recorded music operations based there. The city's humongous metropolitan area is the second largest in the country, with over 14,000,000 people spread over a land area the size of Maine. Thirty of LA's suburbs have populations of 80,000 or more.

Southern California's climate has often been described as "perfect" and with good reason. Most days are sunny and warm, with gentle ocean breezes in the summer. The humidity is low with little rain. In fact, there are no unpleasant seasons in Los Angeles.



Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Charles R. Drew University of Medicine and Science in this search. Review of materials has begun and will continue until an appointment has been made. For fullest consideration, candidate materials should be submitted as soon as possible.

This position offers a base salary of approximately \$220,000 – \$270,000. The final salary will be commensurate with experience.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Shelley Arakawa, J.D. and Kati Sweaney

CDU-VPPEM@wittkieffer.com

Charles R. Drew University is committed to Equal Employment Opportunity. Applicants will be considered without regard to gender, race, age, color, religion, national origin, sexual orientation, genetic information, marital status, disability or covered veteran status.

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 Charles R. Drew 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.

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