



Charles R. Drew University
of Medicine and Science

Provost and
Executive Vice
President for
Academic Affairs

2023-2024

WittKieffer

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Executive Summary

The next Executive Vice President for Academic Affairs and Provost (Provost) will be welcomed by a campus passionately dedicated to its mission of serving the South Los Angeles area and other underserved and under-resourced populations. Charles R. Drew University (CDU) is guided by a rich legacy of commitment and advocacy for social justice and health equity in medicine and science as well as a history of excellence in cultivating diverse health professional leaders. As the chief academic officer, the provost provides vision and leadership for the university's academic programs, advancing academic innovation related to contemporary and emerging trends in higher education, particularly regarding health equity.

The provost will partner with the CDU community to bring to fruition the university's vision of "excellent health and wellness for all in a world without health disparities." She/he/they will do so by providing strategic leadership for outstanding education, research, clinical service and community engagement. The provost will provide innovation and a collaborative spirit to strengthen academic programs, expand enrollment while maintaining academic excellence, strategically prepare for university reaccreditation and guide a nascent but strong M.D. program through its first cohort of students. The provost will also provide experienced administrative leadership for their office and the deans as well as coordinating with campus partners for research growth and success.

The provost will have demonstrated success in resource management - establishing internal and external partnerships that drive new

revenue streams while allocating existing resources to sustain academic excellence and support interprofessional collaboration. The provost will be an innovative, collaborative partner to attain the continued growth and excellence CDU has experienced within the academic enterprise.

Reporting to the CDU President, the provost is responsible for the College of Medicine, the College of Science and Health, the Mervyn M. Dymally College of Nursing, Student Affairs, and academic support areas such as the Simulation Center, the Library, International Affairs and Clinical Partnerships. The provost is responsible for academic policy; strategic planning; program development and review; academic fiscal and financial management; Institutional Research; university accreditation and support for programmatic accreditation; and oversight of faculty affairs. The provost represents CDU at public events and promotes the university's academic mission to internal and external communities.

The next provost will have extensive academic administration experience at the decanal level or higher. She/he/they will hold an academically productive research record and earned academic credentials suitable for the rank of full professor at CDU. Qualified candidates will hold a Ph.D., M.D. or equivalent terminal degree in a discipline related to the overall mission of the university.

To submit a nomination or express interest in this position, please see the Procedure for Candidacy section (page 17).

Challenges and Opportunities for Charles Drew University

In the immediate months and years to come, CDU will address challenges and seize opportunities for transformative growth, which include:

- Nurturing of the first cohort of M.D. students who arrived in July 2023.
- Constructing a new \$80M health sciences facility.
- Launching a new master's degree in genetic counseling.
- Expanding the future CDU North Campus, growing the campus footprint by 12.8 acres.
- Creating new and enriched pathways for student recruitment and enrollment from the local area and broader, particularly for undergraduate programs as well as some graduate and certification programs.
- Building on the momentum of the current “CDU Rising” campaign, increased engagement with various sources of philanthropic support.
- The integration of distance learning and remote instruction, which is now being reviewed for adoption in various academic programs.



Joining the CDU campus at a time of exciting, dynamic change, the next provost will provide vision and strategy to address the following opportunities:

- **Strengthen Academic Programs:** In partnership with a strong team of deans, the provost will work collaboratively to ensure academic excellence across all programs. She/he/they will seek out opportunities to evolve programs that meet contemporary workforce and education needs in the health science fields, as well as explore interprofessional growth opportunities, community engaged learning and research. The tradition and culture of CDU, grounded in student-centeredness and belonging, will always be a central consideration.
- **Expand Enrollment:** The next provost must provide a vision and strategy that support growth in enrollment across the university. She/he/they will partner with the campus to create the plan that will drive enrollment from 1,000 students to 2,000 students without sacrificing the high academic quality which is a hallmark of CDU's reputation. She/he/they will lead innovation around curriculum delivery, professional certifications, and new degree programs that serve both the needs of the state and the university's mission.
- **Support Faculty:** The provost will offer leadership in the recruitment and nurturing of faculty across all ranks to support CDU's growth and development.
- **Prepare for and Successfully Lead Accreditation and Reaccreditation:** The provost will strategize for the university's next accreditation review, which will take place in 2027. She/he/they will also continue nurturing the new M.D. program in its preliminary accreditation stage. She/he/they will provide oversight and support to the school to guide it to a successful provisional accreditation in 2026. In addition, she/he/they will plan for and ensure successful reaccreditation across Colleges in all currently accredited programs.
- **Provide Visionary Leadership:** The provost will provide visionary leadership to the provost's office, enhancing the success of the entire campus. She/he/they will coordinate research and other research-related activities and partner closely with the president to achieve transformational growth across the provost's portfolio.

Professional Qualifications and Personal Qualities

The next provost will have extensive academic administration experience at the dean level or higher. She/he/they will hold an academically productive research record and earned academic credentials suitable for the rank of full professor at CDU. Qualified candidates will hold a Ph.D., M.D. or equivalent terminal degree in a discipline related to the overall mission of the university.

The most successful candidates will possess most, if not all, of the following qualifications:

- Expertise in higher education administrative affairs
- Administrative oversight in the health sciences
- Understanding of and comfort in health science space
- Experience in leading and supporting continual accreditations at the university level



In addition, successful candidates will possess most, if not all, of the following personal qualities:

- Commitment to diversity, equity, access, belonging, inclusion and social justice that aligns with the CDU mission
- Ability to reflect the communities CDU serves or to speak to the issues those communities experience
- Demonstrated commitment to shared governance
- Commitment to academic excellence
- Passion for moving people and institutions forward to greater excellence
- Humble, transparent, relational leader with a deep practice of shared governance in decision-making
- Collaborative team-building with diverse constituencies, including faculty, staff, students, and community groups of diverse academic, socioeconomic, cultural and ethnic backgrounds
- Innovative, outside-the-box thinking and problem-solving
- Politically agile and adroit; demonstrated successful advocacy with local and state legislators
- Ability to inspire confidence
- Ability to develop, foster and expand curricula and programs that contribute to the CDU mission and values in its roles locally, regionally and nationally
- Experience in managing budgets and streamlining resources in light of financial constraints; demonstrated success in fundraising
- A record of meeting and exceeding enrollment targets, improving retention and graduation rates, and achieving mission-driven academic objectives
- Data-informed decision-making; ability to prioritize needs and invest strategically; ability to lead targeted enrollment growth; ability to foster increased use of technology in teaching and learning
- Emotional intelligence; patience and perseverance; a strong bias for action; results-based judgment; innovation and creativity; media savvy
- Ethically driven; uses equity and fairness as a foundation for decision-making



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.



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.

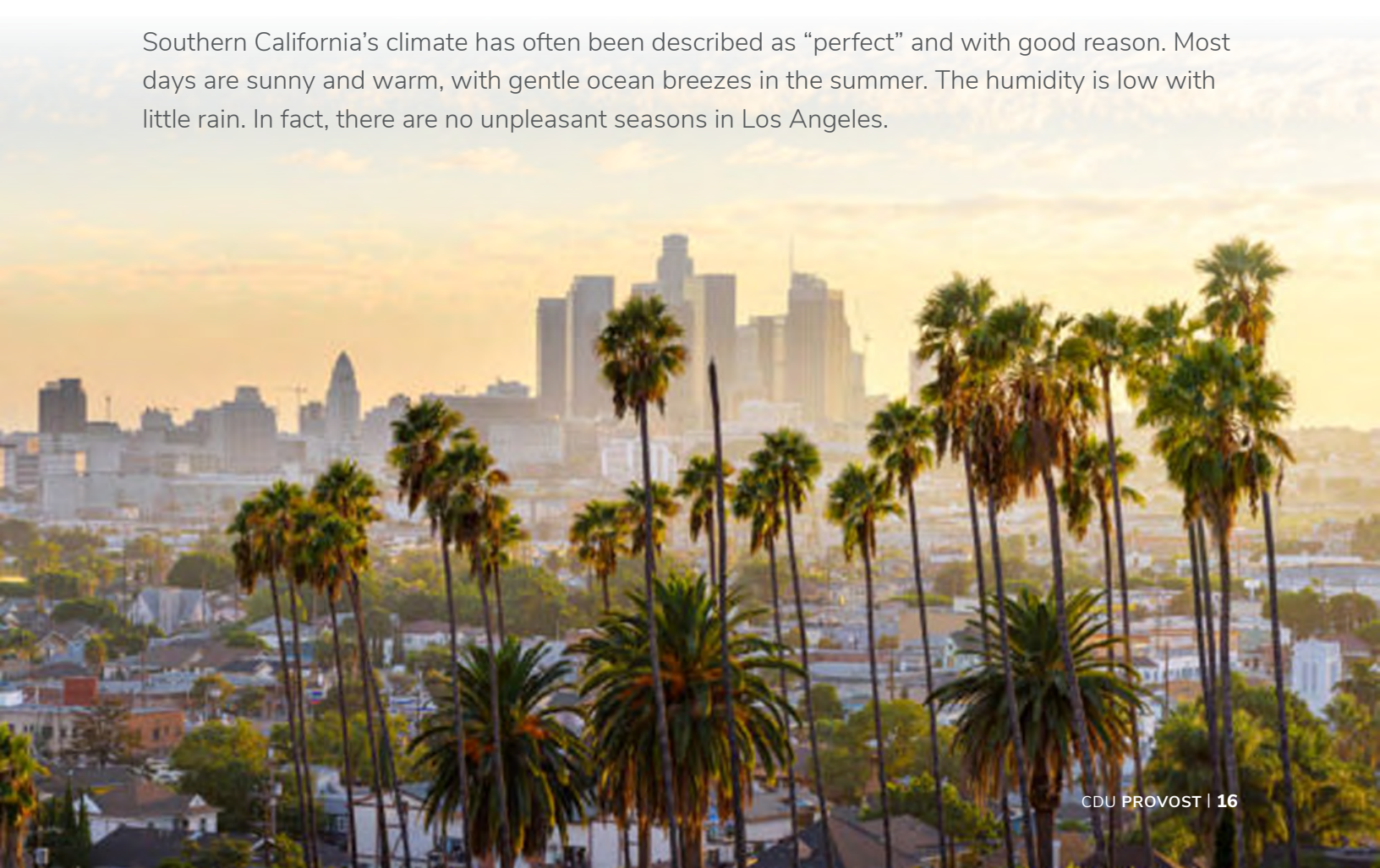
The Community

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 in this search. For fullest consideration, candidate materials should be received by February 5th, 2024.

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

Nominations and inquiries can be directed to: Joyce De Leo, Ph.D., Sandra Chu and Jenna Brumleve at CDUProvost@wittkieffer.com. The target compensation range for this position is between \$350,000 and \$450,000 annually.

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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