



Charles R. Drew University
of Medicine and Science
A Private University with a Public Mission

College of Medicine



FOUR-YEAR MEDICAL PROGRAM

STRATEGIC PLAN 2021 - 2026



CONTENTS

2

Background

3

University Strategic Theme 1

Accelerate CDU's transformation into a comprehensive, midsize, residential, undergraduate-graduate, research intensive, health professions and science university.

CDU MD Program Strategic Goal 1

5

University Strategic Theme 2

Promote the CDU mission through the CDU Advantage and student engagement.

CDU MD Program Strategic Goal 2

7

University Strategic Theme 3

Secure and deploy resources commensurate with the pace of CDU's transformational growth.

CDU MD Program Strategic Goal 3

9

University Strategic Theme 4

Structure and strengthen internal processes to optimize productivity and efficiency.

CDU MD Program Strategic Goal 4

11

University Strategic Theme 5

Improve and strengthen institutional climate.

CDU MD Program Strategic Goal 5

13

Special Thanks

MESSAGE FROM FOUNDING DEAN DEBORAH PROTHROW-STITH

Charles R. Drew University of Medicine and Science (CDU) has accomplished the dream of opening a medical school in the Watts-Compton-Willowbrook area in South Los Angeles.

CDU has received preliminary accreditation from the Liaison Committee on Medical Education (LCME), which is big step closer to our mission of serving the 1.3 million residents of South Los Angeles by focusing on health for under-resourced communities, training physician leaders, increasing education and career opportunities, and providing sustained economic benefit.

Opening a medical school here on the CDU campus has been a longstanding dream of this community and now is a critical time to step up. The COVID-19 pandemic and its continuing disproportionate impact on Black and Brown communities highlighted the enduring health disparities by race in America. CDU, with its 56-year history of training diverse physicians, nurses, and physician assistants, is prepared for this next step of operating its accredited MD program. It is time for CDU to do more of what it does well – training diverse physician leaders who understand social justice and are experts at serving under-resourced communities.

The curriculum for the new medical degree program is based on the CDU Advantage, a set of institutional learning objectives that include:

- **Research Experience**
Excellence in Specialized Knowledge and Research.
- **Social Justice**
Advocacy based on broad cultural diversity awareness.
- **Global-International Experience**
A focus on comparative health disparities in the global setting.
- **Community Engagement**
Experiential Education through engagement with underserved communities.
- **Health Policy**
Education focused on the sociopolitical dynamics of health as a key part of leadership training and development.



You can see in this plan how we're also building on that first five-year Strategic Plan. We will "accelerate CDU's transformation" (*Strategic Theme 1*) ... utilizing the "CDU Advantage and student engagement" (*Strategic Theme 2*) ... while we "secure resources" to facilitate our growth (*Strategic Theme 3*) ..., "strengthen internal processes" (*Strategic Theme 4*) and "strengthen [our] institutional climate" (*Strategic Theme 5*). With the release of this second Strategic Plan, we are poised and positioned for a very bright future.

I close with a message of gratitude to all those who served on our Strategic Planning Committee. It was a role that you all took on in addition to your regular University duties—as we all coped with a pandemic that forced us to work and teach remotely. You should be proud of the this plan. I thank you for your dedication to CDU.

I also want to thank all members of the CDU Family: our Board of Trustees, faculty, staff, students, alumni and so many members of the South Los Angeles community that we became a part of 54 years ago. Your support for us over the years has been invaluable in putting us on this path of Transformational Growth.

Warm Regards,
Deborah Prothrow-Stith, MD
Dean, College of Medicine



Charles R. Drew University
of Medicine and Science
A Private University with a Public Mission

With the implementation of the University's 2016-2020 Strategic Plan, the institution's decades-long plan to build an independent four-year medical degree program was codified. Under Strategic Theme 1, Strategic Goal 1, the third strategic objective of the Charles R. Drew University of Medicine and Science (CDU) plan reads:

STRATEGIC OBJECTIVE 3
Develop and complete the establishment of CDU's independent medical education program. (now referred to as 4-Year MD Program)*

BACKGROUND

That plan became a core focus of the University's 2021-2026 Strategic Plan which resulted in the Liaison Committee on Medical Education (LCME) awarding preliminary accreditation status to the independent Four-Year Medical Program. The school will enroll its first class in the late summer of 2023. To guide its achievement of this milestone, the College of Medicine has created and approved this 2021-2026 Strategic Plan for the Program which is aligned with the five Strategic Themes of the University's strategic plan.

The five Strategic Goals, one under each theme, are written specifically for the Four-Year Medical Program. Under each Goal, several Objectives are listed. Specific activities are listed to achieve each Objective.



Charles Drew University
of Medicine and Science



UNIVERSITY

STRATEGIC THEME 1

Accelerate CDU transformation into a comprehensive, midsize, residential, undergraduate-graduate, research intensive, health professions and science university.

CDU MD PROGRAM

STRATEGIC GOAL 1

The CDU MD Program will be known nationally as a leader in cultivating diverse physician leaders.

STRATEGIC OBJECTIVE 1

Develop the financial resources, faculty, and facilities to ensure successful completion of the LCME medical school accreditation process and enroll first class of students.

SPECIFIC ACTIVITIES

- Complete, monitor, and report a Plan for Hiring and Retaining Faculty who fulfill our diversity categories as outlined in the Data Collection Instrument (DCI) September 2022
- Complete, monitor, and report a Plan for Hiring and Retaining Staff who fulfill our diversity categories as outlined in the Data Collection Instrument (DCI) September 2022
- Receive LCME Preliminary Accreditation: Completed October 2022
- Plan, staff, develop, and activate: Recruitment and admissions processes to admit a class of students that fulfills our diversity goals. In process.
- Enroll in American Medical College Application Service® (AMCAS®) (completed), review applications, schedule/conduct interviews, implement ranking process, send offers, oversee onboarding processes: October 2022 through June 2023
 - Assistant Dean, Student Affairs and Admissions will lead the application review, candidate interview, and selection processes
 - Faculty asked to volunteer time for application review and interview
- Enroll the first class of 60 students, late summer 2023
- The 2023 Gateway Program (5 weeks) starts July 10, 2023
- Obtain LCME Provisional Accreditation in 2025 (after second class enrolled)

STRATEGIC OBJECTIVE 2

CDU College of Medicine will be known nationally for cultivating diverse physician leaders.

SPECIFIC ACTIVITIES

- Create and disseminate a state-of-the-art medical school student recruitment website
- Faculty and staff increase College of Medicine (COM) national profile by participation in AAMC Committees
- Create and publish a quarterly academic journal overseen and edited by COM faculty
- Diversity, Equity and Inclusion (DEI) Committee will collaborate across the COM to review and report on the college DEI goals

STRATEGIC OBJECTIVE 3

Research science faculty will prioritize and integrate diversity, equity and inclusion (DEI) by expanding personalized medicine and culturally congruent treatment approaches to meet the treatment needs of diverse patients.

SPECIFIC ACTIVITIES

- Provide research opportunities in these areas to medical students



UNIVERSITY

STRATEGIC THEME 2

Promote the CDU mission through the CDU Advantage and student engagement.

CDU MD PROGRAM

STRATEGIC

GOAL

2

The CDU MD Program will be launched as an institution with defining characteristics based on the CDU Advantage and student-centeredness.

STRATEGIC OBJECTIVE 1

Integrate the CDU Advantage through medical school curricular experiences and research activities that emphasize diversity, social justice, health equity, community engagement and the elimination of health disparities.

SPECIFIC ACTIVITIES

- Complete preclinical course mapping
- Complete detailed syllabus

STRATEGIC OBJECTIVE 2

Enhance student engagement through local-to-global and community-imbedded clinical education experiences.

SPECIFIC ACTIVITIES

- Identify preceptors and write curriculum for community-based learning experiences
- Write and implement Medicine and Society Curriculum

STRATEGIC OBJECTIVE 3

Provide excellent preparation and guidance for United States Medical Licensing Examination (USMLE) Step Exams, professional certification, licensure, and practice by addressing and supporting the unique learning styles of medical students from diverse backgrounds.

SPECIFIC ACTIVITIES

- Prepare student evaluations and student surveys in readiness for first class assessments
- Implement support services tailored to student learning and test-taking needs
- Match each student to a specific mentor for both clinical professional identity development and research
- Review the curricular content and types of student support services for equity and inclusivity



CDU MD PROGRAM

STRATEGIC GOAL 3

CDU College of Medicine will optimize resource generation and judicious allocation of resources to initiate and sustain educational excellence.



UNIVERSITY
STRATEGIC THEME 3

Secure and deploy resources commensurate with the pace of CDU's transformative growth.

STRATEGIC OBJECTIVE 1

Ensure adequate resources and infrastructure to accomplish the CDU MD Program goals and timeline for growth.

SPECIFIC ACTIVITIES

- Develop Centers of Excellence that attract funding from targeted donors or organizations
Examples: Sports Medicine, Informatics, Street Medicine, Mobile Health Van
- **Examples:** Center of Excellence in Emerging Technologies: Telehealth, Robotics, AI, Virtual Anatomy, CRISPR, Stem Cell and Cell-based Therapies
- Work with the Office of Strategic Advancement to support \$75M fundraising campaign
Examples: Local sports and entertainment donor opportunities

STRATEGIC OBJECTIVE 2

Cultivate, diversify, and strengthen sources of funding to the CDU College of Medicine (COM) as a Historically Black (HB) and Hispanic Serving (HS) medical school.

SPECIFIC ACTIVITIES

- Faculty and staff increase COM national profile by participation in AAMC Committees
- Submit a proposal to national organizations for a report based on the COM experience
- Create and publish a quarterly academic journal overseen and edited by COM faculty



UNIVERSITY

STRATEGIC THEME 4

Structure and strengthen internal processes to optimize productivity and efficiency.

CDU MD PROGRAM

STRATEGIC

GOAL

4

CDU College of Medicine will optimize internal processes and ensure continuous quality improvement (CQI) of operations.

STRATEGIC OBJECTIVE 1

Review and improve human resources infrastructure and operations to ensure timely recruitment and retention of diverse, appropriate and effective leadership, faculty, and administrators to strengthen the educational and organizational infrastructure of the CDU College of Medicine.

SPECIFIC ACTIVITIES

- Hire Human Resource experts to meet the hiring needs of the new CDU MD Program
- Streamline Non-Comp Faculty Onboarding and Appointment Process
- Develop a dedicated Human Resources Business Partner for the COM that incorporates DEI best practices
- Review procurement practices to ensure vendor diversity

STRATEGIC OBJECTIVE 2

Expand and improve data-informed decision-making processes and practices to support the launch and continued growth of the new medical school.

SPECIFIC ACTIVITIES

- Develop and Implement CQI Dashboard and enhanced detailed plan
- Establish a CQI Advisory Committee
- Develop a CQI Policy



UNIVERSITY

STRATEGIC THEME 5

Improve and strengthen the institutional climate.

CDU MD PROGRAM

STRATEGIC

GOAL

5

CDU College of
Medicine will be known
as a welcoming, safe,
inclusive, and affirming
institution that embraces
and celebrates diversity
of all people.

STRATEGIC OBJECTIVE 1

Cultivate healthy and positive communication strategies and leadership development, with an emphasis on diversity, equity, and inclusion best practices, to foster collaboration among CDU MD Program stakeholders.

SPECIFIC ACTIVITIES

- Create a Diversity, Equity, and Inclusion (DEI) Committee for the College of Medicine that will conduct a review of the college of medicine DEI policies and practices
- Hire/appoint an Associate Dean for Diversity, Equity, and Inclusion (DEI)
- Annually monitor COM progress on DEI goals
- Develop a training schedule for faculty and students

STRATEGIC OBJECTIVE 2

Adopt campus practices to make CDU College of Medicine a model of a welcoming, inclusive campus as well as an employer of choice; and sponsor campus events and celebrations to foster community spirit and campus pride.

SPECIFIC ACTIVITIES

- Plan welcome activities and include all CDU Colleges on campus to create a welcoming environment
- Cultivate and expand pathway programs in our community to develop the next generation of students to diversify the healthcare workforce
- Community Partnership/Integration: Sponsor or collaborate with healthcare entities, local community members/groups, local businesses, and other educational institutions to foster intentional relationships that support CDU programs
- Recruitment and Retention: Promote opportunities for recruitment, retention, and advancement in both employment and education for diverse populations in the surrounding community (e.g., recruitment fairs, symposia, admissions office activities).

STRATEGIC OBJECTIVE 3

Enhance campus constituents' professional development infrastructure, resources and opportunities to include staff/faculty development, professional growth, and formalized wellness curriculum focusing on resilience training. Ensure that a Student Health Center is available for COM students.

SPECIFIC ACTIVITIES

- Establish wellness center programs in the Avis and Mark Ridley-Thomas Student Health and Wellness Center
- Create wellness programs for medical students through the Office of Student Affairs
- Create programming through learning communities on wellness and student support
- Ensure that all COM units create, implement, and assess DEI activities to meet COM goals



The College of Medicine would like to acknowledge

Eleby R. Washington III, M.D.

and

Sandra Gonzalez, Ph.D.

for leading the College of Medicine faculty in the strategic planning process.

COLLEGE OF MEDICINE FACULTY

BIOMEDICAL
SCIENCE
EDUCATION

Fawzia Bardag-Gorce, PhD
Victor Chaban, PhD
Vince Chen, MD
Basil Ibe, PhD
Andrew Lam, MD, MHA
Matthew Lee, MD

Youngshin Lim, PhD
Gene Liu, MD, MMM
Regina Offodile, MD, CHSE, MMHC, MHPE, MSPH
Darlene Parker-Kelly, EdD, MSLS
Joshua Sasine, MD, PhD
Ekihiro Seki, MD, PhD

FAMILY
MEDICINE

Jerry Abraham, MD, MPH, CMQ
Frank Anthony Aliganga, MD
Jacqueline Allen, MD, MPH
Shervin Assari, MD, MPH
Cesar Barba, MD
Lisa Barkley, MD
Yohanna Barth-Rogers, MD
Mohsen Bazargan, PhD
Shauntelle Bonman, DO
Angeli Bueno, MD
Derrick Butler, MD
Karamjit Chela, MD
Ngozi Chukwu, MD, MPH
Sandra Darden, MD
Cynthia Davis, MPH
Tasha Dixon, MD, MPH
Fred Dominguez, MD
Ronald Edelstein, EdD
Muhammad Farooq, MD, MPH, MBA
Sabry Ghaly, MD, MPH
Cadrin Gill, MD, MMS
Kendra Gorlitzky, MD
Gilberto Granados, MD

Jimmy Hara, MD
David Hindman, PhD
Kelly Jones, MD
Bruno Lewin, MD
Hector Llenderozos, MD, MPH
Margarita Loeza, MD
Marlen Luna, MD
Mary Marfisee, MD
Angela Nosssett, MD
Fareedat Oluyadi, MD IBCLC
Lilian Ore, DO, MPH
Susan Partovi, MD
Jyoti Puvvula, MD, MPH
Panteha Rezaeian, MD
Alexander Rodgers, MD, MPH
Gigi Simmons, MD
Sayaka Tokumitsu, MD, MPH
Helen Tran, DO
Daniel Vigil, MD
Cheryl Wisseh, PharmD, MPH
Hamed Yazdanshenas, MD
Matthew Yu, DO, MPH

INTERNAL
MEDICINE

Abbasi Akhtar, MD
Chizobam Ani, MD, PhD MPH
Merlyn Asuncion, MD
Priscilla Auduong, MD
Samuel Baz, MD
Katharine Borthwick, MD
Amira Brown, PhD
Olga Calof, MD
Grace Chen, MD
Anne (Katie) Cramer, MD
Mayer Davidson, MD
Vinod Dhawan, MD
Pranabananda Dutta, PhD, MS, MSc
John Elshimali, MD
Jonathan Eskenazi, MD
Jorge Espinoza-Derout, PhD, MSE
Shan-Pin Fanchiang, PhD
Karen Fremmen(Schugt), DO
Theodore Friedman, MD, PhD
Allen Funnye, MD
Kalpana Ganesan, MD
Arthur Gomez, MD
Nestor Gonzalez-Cadavid, PhD, MSc
David Grossman, MD
Qiongyu Hao, PhD
Kamrul Hasan, PhD
Randy Hawkins, MD
Carla Herriford, MD
Lori Hobbs, MD
Stanley Hsia, MD
Augustine Iluore, MD
Robert Jenders, MD, MS
Arnel Joaquin, MD
Wilbert Jordan, MD
Doron Kahana, MD
Vidya Kaushik, MD
Dulcie Kermah, EdD, MPH
Jerry Kim, MD
Melvie Kim, MD
William King, MD, JD
Radhika Kumar, PhD
Grace Lee, MD
Pamela Lee, MD
Jenny Lee, MD
Martin Lee, PhD
Richard Lindstrom, EdD, MA
Yanjun Liu, MD, PhD
Julie Lu, MD, MS
Kabirullah Lutfy, PhD

PEDIATRICS

Shanika Boyce, MD
Daphne Calmes, MD
Jasmine Eugenio, MD
Richard Findlay, MD
Sarah Gustafson, MD
Glenda Lindsey, MD
Raymond Perry, MD, MS
Showkot Rahman, MD

George Marks, Jr., MD
David Martins, MD
Alicia Morehead-Gee, MD, MS
Atul Nakhasi, MD
Nguessan (Albert) Ngo, PhD
Adedamola Ogunniyi, MD
Halline Overby, MD
Natalie Pauls, MS
Maneesh Penkar, MD
Shehla Pervin, PhD
Richard Pietras, MD, PhD
Deborah Prothrow-Stith, MD
Shobita Rajagopalan, MD
Tripathi Rajavashisth, PhD
Francisco Ramirez, MD
Alexander Red Eagle, MD, PhD
Linda Richter, PhD
John Schloss, PhD
Jessica Schneider, MD
Allen Seol, MD
Arnold Seto, MD
Magda Shaheen, MD, PhD, MPH, MS
Xuesi (Max) Shao, MD, MS
Rajan Singh, PhD
Satyesh Sinha, PhD
Amiya Sinha-Hikim, PhD
Indrani Sinha-Hikim, PhD
Andrew Siskind, MD
Sophia Soni, MD
Sohrab Tanavoli, DO
Naureen Tareen, MD
Stacey Teruya, EdD
James Tsao, MD
Dilara Uskup, PhD, PhD MA
John Uyanne, MD, MS
Jaydutt Vadgama, PhD
Roberto Vargas, MD, MPH
Kenny Vu, DO
Madhuri Wadhera, PhD
Piwen Wang, MD, PhD
Joanne Williams, MD
Yong Wu, MD, PhD, MS
Yanyuan Wu, MD, MS
Rebecca Yamarik, MD
Suhui Yang, PhD
Francis Yemofio, MD, MPH
Fady Youssef, MD
Shan Zhu, MD
Leena Zopey, MD

COLLEGE OF MEDICINE FACULTY

(CONTINUED)

COLLEGE OF MEDICINE FACULTY

(CONTINUED)

PREVENTATIVE & SOCIAL MEDICINE

John Basgen, BA
Juanita Booker-Vaughns, EdD, Med
Danielle Campbell, MPH
Sheba George, PhD
David Lee, MPH, MSW
Charles McWells, BA
Sukrit Mukherjee, PhD, MS
Martha Navarro, HS Diploma
Omolola Ogunyemi, PhD

PSYCHIATRY

Salisu Aikoye, MD
George Akpenyi, MD
Michelle Armacost, MD
Rahn Bailey, MD
Berge Bakamjian, MD
Shahzad Bazargan, PhD, MA
Christopher Benitez, MD
Curley Bonds, MD
Nora Carson, MD
Daniel Cho, MD, MPH
Homer Del Pino, PhD, MS
Elizabeth Dohrmann, MD
Anish Dube, MD, MPH
Gul Ebrahim, MD
Rebecca Gitlin, PhD
Sandra Gonzalez, PhD
Gabiella Goodfriend, MD
John Griffith, PhD
Nina Harawa, PhD, MPH
Marc Heiser, MD, PhD
Brenda Jensen, MD
Carlos Jordan-Manzano, MD
Mark Katz, MD

Deyu Pan, MS
Andres Ramirez, HS Diploma
Senait Teklehaimanot, MPH
Joe Waller, DRE, CERT, DIP, CERT
Timothy Watkins, Sr.
Pluscedia Williams, AA
Anna Wright, MEd
Angela Young-Brinn, MBA

Amber Kondor, MD
Paul Longobardi, PhD
Kirk McNagny, MD
Rachel Miriani, MD
Kathryn Murray, MD
Giao Nguyen, MD
Shayan Rab, MD
Swati Rao, MD
Nithya Ravindran, DO
Ricardo Restrepo, MD, MPH
Katrina Schrode, PhD
Dragos Serseni, MD, MBA
Denese Shervington, MD, MPH
Louis Simpson, MD
Diane St. Fleur, MD
Torey Troggio, MD
Madeleine Valencerina, MD
Daniel Waldman, MD
OC White, MD
Emily Wood, MD, PhD
Amy Woods, MD
Timothy Wuerz, DO, MSc
Lynn Yen, MD

SURGERY

Sebhat Afework, MD
Carleton Allen, MD
Maxine Anderson, MD
Peregrina Arciaga, MD
Sharon Ashley, MD, MPH, MBA
Karol Bowens, MD
Denise Brathwaite, MD
Lorenzo Brown, MD
Colonya Calhoun, PhD, DDS
Richard Casey, MD
Shaun Chandran, MD
Gary Chen, MD
Sheilah Clayton, MD
Anne Coleman, MD, PhD
C. Suzanne Cutter, MD
Zoetania Dantas, MD
Lauren Daskivich, MD, MS
Nand Datta, MD
Gracie-Ann Dinkins, MD
Duc Duong, MD
Sammy Eghbalieh, MD
Ersno Eromo, MD
Hayward Eubanks, MD
Rosalyn Ferguson (Scott), MD, MSHA
Arthur Fleming, MD
Gary Ford, MD
Stanley Frencher, Jr., MD, MPH
Nickolas Fretes, MD
Barbara Gasior, MD
Mamdooh Ghoneum, PhD
Peter Gleiberman, MD
Alfred Glover, DPM
Galust Halajyan, MD
Charles Herring, Jr., MD
La Tanya Hines, MD
Matthew Ho, MD, PhD
Samuel Im, MD
Reginald Jones, MD

Omid Khorram, MD, PhD
Jason Lee, MD
Kenneth Lewis, MD
Jacqueline Lezine-Hanna, MD, MSPH
Veronica Marbella, R.N.
Rodney McKeever, MD
Parissa Moradi, MD
Celina Nadelman, MD
Nehzat Nikakhtar, MD
Junko Nishitani, PhD
Dotun Ogunyemi, MD
Kenechukwu Ojukwu, MD
Osita Onugha, MD
Melanie Osby, MD
Groesbeck Parham, MD
Aydin Pooli, MD
Cheryl Powell, MD
Isaac Reese, PhD
Antoine Roberts, MD
Paul Robinson, PhD
Michael Ross, MD, MPH
Tirah Samura, MD
Steven Schwartz, MD
Dana Scott, MD
Michael Slutzker, MD
Gordon Sun, MD, MBA, MS
Lucilene Tolentino, MD
Puja Trivedi, DO
Penelope Velasco, MD
Eleby Washington III, MD
Candice Williams, MD
Freddie Williams, Jr., MD
Darryl Willoughby, MD
Kenneth Wolf, PhD
Barbara Yates, MD
Brian Yee, MD
Royav Yumul, MD, PhD

COLLEGE OF MEDICINE FACULTY

(CONTINUED)

STRATEGIC PLAN

SUPPORT STAFF

Denisha Jenkins, Executive Assistant to the College of Medicine Dean | Office of the Dean
Evonney Luke, Administrative Assistant | Office of the Dean
Dakota McMahand-Owens, MA, Director | Accreditation and Continuous Quality Improvement
Jackie Beaupre, Director of Faculty Affairs



Charles R. Drew University
of Medicine and Science
A Private University with a Public Mission

College of Medicine