

Keck School of Medicine of USC

*Search for the Director, Eli and Edyth Broad Center for Regenerative Medicine and Stem Cell Research &
Chair, Department of Stem Cell Biology and Regenerative Medicine*

*Keck School of Medicine
University of Southern California
Los Angeles, California*

The Keck School of Medicine (KSOM) at the University of Southern California (USC) seeks an inspirational, entrepreneurial, and highly collaborative leader to serve as its next Director of the Eli and Edyth Broad Center for Regenerative Medicine and Stem Cell Research and Chair of the Department of Stem Cell Biology and Regenerative Medicine. The successful candidate will serve as both institute director and department chair, joining a top-tier medical school with a legacy of educational innovation and community-based clinical care at an exciting time as USC continues making strides toward doubling its research enterprise while scaling its health system. Building on the strong foundation of existing efforts in stem cell biology and regenerative medicine, this role will lead and further catalyze cutting-edge basic, translational, and clinical research activities and collaborations across KSOM, USC, and the state of California.

With new leadership at KSOM and a presidential initiative focused on transforming health sciences and growing biomedical research across the enterprise, this is an exciting time to join the institution and oversee efforts aimed at maximizing the potential in regenerative medicine and stem cell research. Reporting to the Dean of KSOM, [Dr. Carolyn Meltzer](#), the Director and Chair will be responsible for advancing stem cell biology and regenerative medicine through discovery, education, and translation, bringing together talented scientists from across the University, and fostering multidisciplinary collaborations. The Broad Center maintains excellent relationships with a diverse set of stakeholders, including world-class physician-scientists and researchers, donors, industry partners, and funding agencies such as the [California Institute for Regenerative Medicine \(CIRM\)](#) – the state’s stem cell agency. Under the guidance of [Dr. Steven Shapiro](#), inaugural Senior Vice President for Health Affairs, and [Dr. Ishwar Puri](#), Senior Vice President of Research and Innovation, the Director and Chair will leverage USC’s extraordinary strengths to inspire the next stage of basic science discoveries and translational interventions that will dramatically improve the human condition.

To be successful, the Director and Chair will address a number of key opportunities and challenges, listed below and outlined in detail starting on page five of this document:

- Develop and implement a strategic and compelling vision
- Foster translational research programs
- Fully leverage the assets of KSOM, clinical partners, the health system, and the University as a whole
- Train the next generation of leaders in regenerative medicine and recruit, develop, and retain exceptional faculty and staff

- Strengthen and develop funding opportunities to help [USC Stem Cell](#) achieve its many ambitions
- Create an inclusive and welcoming environment for all students, staff, faculty, and patients

A complete list of the desired qualifications and characteristics can be found at the conclusion of this document, which was produced with the support of Isaacson, Miller, a national executive search firm.

A New Era of Renewal, Opportunity, and Growth

The Director and Chair comes to KSOM at a time of great change and forward momentum, joining a new leadership team and organizational structure designed to further USC's ambitious but achievable goals to double the size of the health and biomedical research enterprise, build a top 20 "medical school for the future," and scale the health system to a \$5 billion+ enterprise. USC recently completed a \$7 billion fundraising campaign, the largest in University history and second-largest in national history, and will soon embark on a second multi-billion dollar campaign exclusively in support of the health sciences. Under the leadership of USC President, [Dr. Carol Folt](#), the Discovery Translational Hub, a planned 260,000-square-foot and seven-story multidisciplinary facility on the health sciences campus scheduled to open in 2026, is designed to translate new discoveries into clinical care and will house 84 research groups and employ 850 people. The sense of excitement at USC is palpable, and this energy extends to KSOM, where recent changes to the leadership structure, including the creation of a Health System Board and the appointment of Dr. Steven Shapiro as inaugural Senior Vice President for Health Affairs, has set the stage for significant advancements over the next decade.

Dr. Carolyn Meltzer, Dean of KSOM, assumed her new role in 2022. Dean Meltzer joined USC from Emory University School of Medicine, where she served as the Chair of the Department of Radiology and Imaging Sciences for nearly 16 years. Dean Meltzer also served as Chief Diversity and Inclusion Officer and Executive Associate Dean of Faculty Academic Advancement, Leadership, and Inclusion for the medical school. Dean Meltzer has a lengthy history of service to the medical profession and the field of Radiology on a national level, including on professional and advisory boards like the Radiological Society of North America, Council of Faculty and Academic Societies at the Association of American Medical Colleges, American Society of Neuroradiology, American College of Radiology Board of Chancellors, and many others.

Throughout its history, KSOM has been at the forefront of innovation in academic medicine with an unwavering commitment to community service and healthy equity that continues to this day. KSOM is part of Keck Medicine of USC, the University's medical enterprise and one of only two university-based medical systems in Los Angeles, the second largest city in the United States. Keck Medicine of USC owns and operates the Keck Medical Center of USC, which includes Keck Hospital of USC and USC Norris Comprehensive Cancer Hospital. Both hospitals are staffed by more than 500 physicians who are faculty at KSOM. Under Keck Medicine of USC, there are two community hospitals which include USC Verdugo Hills Hospital and USC Arcadia Hospital, as well as more than 40 outpatient locations. KSOM also holds academic affiliations with two Los Angeles-based hospitals – including Children's Hospital Los Angeles

(CHLA) and the county hospital, Los Angeles General Hospital (LAG). KSOM benefits from being part of an integrated health system that includes partnerships with USC health science schools and programs in engineering, pharmacy, dentistry, gerontology, business, occupational science, arts and sciences, and more. KSOM also houses the USC MESH Academy to facilitate industry collaboration and commercialization of discoveries.

KSOM is home to 2,079 full-time faculty, 269 part-time faculty; 2,080 voluntary faculty physicians; 1,006 residents and fellow physicians at Keck and LAG, and an additional 260 residents and fellows at CHLA; 2,329 staff; and 3,006 students, including MD, PhD, MD/PhD, master's, undergraduate, certificate, and part-time students. In addition to the MD program, whose innovative curriculum integrates clinical study with basic science and issues of health justice, and close work with faculty mentors, KSOM offers 30 graduate programs – MD/PhD, PhD, master's, and certificates – in which students work on the world's most pressing health and biomedical problems. KSOM also offers postdoctoral training programs, a number of professional degree programs, two undergraduate degree programs, and opportunities for continued medical education. *U.S. News and World Report* ranks KSOM 28th in research, and in the top 50 for the [most diverse medical schools](#) in the country. More details about KSOM and Keck Medicine of USC can be found in Appendices I & II.

About the Eli and Edyth Broad Center for Regenerative Medicine and Stem Cell Research

In February 2006, Eli and Edythe Broad created the Eli and Edythe Broad Center for Regenerative Medicine and Stem Cell Research at USC with a \$30 million gift to the Keck School of Medicine (KSOM). Along with \$27 million in public funding from the state's stem cell funding agency, the California Institute for Regenerative Medicine (CIRM), the Broad's visionary investment laid the foundation for stem cell research at USC. The Broads also funded two other stem cell centers at the University of California, Los Angeles, and the University of California, San Francisco, and provided founding support for the Broad Institute of MIT and Harvard.

Today, the Broad Center at USC serves as a hub for [USC Stem Cell](#), which connects researchers in stem cell biology and regenerative medicine across USC conducting research on kidney, liver, neural, blood, cardiovascular, musculoskeletal, and skin disease models.

About the Department of Stem Cell Biology and Regenerative Medicine

Drawing on the new scientific knowledge of stem cells and the rapidly advancing field of regenerative medicine, the Department of Stem Cell Biology and Regenerative Medicine leads research and training in developmental and stem cell biology, human embryology, regenerative medicine, and the translational and therapeutic aspects of stem cell technology. As home to one of the first graduate programs in stem cell biology and regenerative medicine in the United States, the department's faculty and researchers continue to revolutionize the understanding of human biology and chart the course for the medicine of the future — regenerative medicine.

Currently, the Department offers the following educational programs. At the undergraduate level: a Minor in Stem Cell Biology and Regenerative Medicine, and a CIRM-funded mentorship program called the USC CIRM COMPASS Scholars Program, jointly supported by KSOM, the Viterbi School of Engineering, and the Dornsife College of Arts, Letters, and Sciences. At the graduate level: the Master of Science degree program – one of the first master's programs in the country, and the PhD program in Development, Stem Cells, & Regenerative Medicine (DSR). Training fellowships, postdoctoral mentorship, and funding opportunities are also available for graduate students and postdoctoral scholars pursuing interdisciplinary research collaborations related to stem cells and regenerative medicine.

About the California Institute for Regenerative Medicine (CIRM)

The California Institute for Regenerative Medicine (CIRM) was created by the state's voters, who passed Proposition 71 in 2004 and allocated \$3 billion in funding for stem cell research. In 2020, Californians approved Proposition 14, the ballot proposition that allowed for continued funding through CIRM with an additional \$5.5 billion to support stem cell research and education. CIRM's mission is to accelerate world-class science to deliver transformative regenerative medicine treatments in an equitable manner to a diverse California and world. It is committed to supporting translational research, education and training, and infrastructure with the goal of accelerating treatments to patients with unmet medical needs. CIRM has positioned California as a global leader in stem cell and translational research, attracting top scientists and contributing to the rapid growth of the state's biotechnology sector.

At USC, CIRM has been a key supporter of stem cell research through investments including 1) infrastructure grants to help construct USC's stem cell research center and shared research facilities; 2) recruitment grants to attract established stem cell scientists to California; 3) training grants to educate the next generation of stem cell scientists, including high school students, undergraduates, master's students, PhD students, postdoctoral trainees, and clinical fellows; and 4) research grants to develop regenerative medicine treatments for patients with diseases ranging from HIV/AIDS to age-related blindness.

The Role of the Institute Director and Department Chair

The successful candidate will lead as both the institute director and department chair working closely with other institute directors, basic science chairs, and clinical department chairs, as well as faculty and staff across various other units at the University to advance USC's aspirations in regenerative medicine and stem cell research. In this role, the director and chair will oversee a budget of \$21 million in fiscal year 2024 and three non-faculty direct reports. There are 11 faculty with primary appointments in the Department of Stem Cell Biology and Regenerative Medicine, and an additional 13 faculty with secondary appointments, 50 staff members, 130 students, and 26 postdocs.

Key Opportunities and Challenges for the New Director and Chair

Develop and implement a strategic and compelling vision

- Bring a deep and interdisciplinary understanding of regenerative medicine and stem cell biology, to drive a strategic, forward-looking, and compelling vision that positions [USC Stem Cell](#) as a world-class center for basic and translational science in the field;
- Reach out to relevant departments and research institutes for collaborations across both the health sciences and main campus, to articulate an integrated scientific vision that includes building a research infrastructure that is in alignment with the institutional priorities outlined by President Foltz;
- Lead and guide a growing interest in conducting clinical translation originating from USC, and support faculty to identify core areas of research growth, expand clinical trials, and build a pipeline of clinical products;
- Inspire a diverse set of stakeholders including scientists, physician-scientists, clinical partners, donors, businesses, and funding agencies to take action to join USC and invest in its efforts in stem cell biology and regenerative medicine.

Foster translational research programs

- Engage faculty in conversations to identify strategic growth areas, such as neural, diseases, drug discoveries, therapies, and more; and map out the future directions in translational projects, integrations with clinical departments, clinical trials, interventions, and products;
- Act as an effective connector of people and ideas across the University to leverage USC's extraordinary interdisciplinary strength and identify and guide new opportunities around basic discoveries, translational and clinical research;
- Build upon the legacy of successful graduate programs, to further expand educational offerings and continue improving the quality and inclusive pedagogy of teaching and learning.

Fully leverage the assets of KSOM, clinical partners, the health system, and the University as a whole

- Provide visionary leadership to connect exceptional leaders, scientists, and physician-scientists who work at the intersections of regenerative medicine for further partnerships, including but not limited to: [Children's Hospital Los Angeles \(CHLA\)](#), [Institute for Creative Technologies](#), [Viterbi School of Engineering](#), [Dornsife College of Letters, Arts and Sciences](#), [Davis School of Gerontology](#), [Mann School of Pharmacy and Pharmaceutical Sciences](#), [Norris Comprehensive Cancer Center](#), [Alzheimer Disease Research Center](#), [Michelson Center for Convergent Bioscience](#), [Center for Craniofacial Molecular Biology](#), [Orthopaedic Surgery](#) and more;
- Serve as a thought partner to other departmental and clinical leaders in the discussion of highly complementary fields, such as synthetic biology, artificial intelligence, and biomedical engineering, and seek avenues for how these collective efforts can lead to impactful investments in developmental biology and regenerative medicine;
- Support faculty towards increasing tech transfers and patents;

- Leverage the wealth of assets and resources of the University as a whole, to continue uniting and facilitating the efforts in regenerative medicine and stem cell research, while maintaining a collegial environment and convening space across the institute for investigators across campus.

Train the next generation of leaders in regenerative medicine and recruit, develop, and retain exceptional faculty and staff

- Strategically recruit exceptional faculty in the next phase of growth with an expansion into those with a track record in translational endeavors;
- Continue developing and mentoring junior faculty through intentional professional and leadership development and guidance and nurture the next generation of leaders in the field;
- Coordinate with other key partners across the University in conducting successful joint recruitments that will benefit KSOM and the University as a whole.

Strengthen and develop funding opportunities to help [USC Stem Cell](#) achieve its many ambitions

- Improve and increase the grants received from [CIRM](#), particularly around grants on translational research beyond basic discoveries;
- Continue building a strong relationship with CIRM and garner the support of CIRM leadership as the new director/chair builds out the next phase of scientific directions and missions;
- Develop new philanthropic opportunities and deepen relationships with diverse groups of donors, businesses, alumni, funding agencies, and nationally and internationally recognized organizations to generate and expand funds, resources, and partnerships.

Create an inclusive and welcoming environment for all students, staff, faculty, and patients

- Cultivate an inclusive culture and climate in which faculty, staff, and students feel nurtured, empowered, respected, and valued as members of the broader community;
- Drive a firm and evident operationalization of justice, equity, diversity, inclusion, well-being, and social transformation at all levels in alignment with the values outlined by [JEDI-WeST](#) (see Appendix III for more details).

Qualifications and Characteristics

This position requires a leader with vision, breadth, drive, and an entrepreneurial spirit. A compelling combination of organizational leadership skills and the interpersonal ability to lead and inspire confidence in diverse constituents working across a vast, matrixed environment. The Director and Chair should possess a clear vision for how the stem cell and regenerative medicine Institute and Department can combine translational, clinical, and basic research and education in alignment with KSOM's ambitious goals and strategies. We are seeking a leader who also understands how to engage, nurture, and maximize the potential of faculty and staff in order to enable their continued growth and success. The desired qualifications and experience of an ideal Director and Chair include the following:

- Stature and recognition for innovative, outstanding scholarship and leadership in the regenerative medicine and stem cell biology fields; an MD or PhD or MD/PhD, and an academic record commensurate with appointment to the rank of full professor is required;
- Effectiveness in a complex system of distributed leadership; experience working in a highly matrixed environment;
- Demonstrated leadership and success in advancing the tripartite missions of research, education, and clinical care; experience with and exposure to a hospital-based healthcare environment;
- A commitment to excellence in recruiting, retaining, and developing faculty; a history of strategic investment in faculty and their research; extensive experience in promoting interdisciplinary research;
- A strong record of effective team building, managing, and collaborating with multiple stakeholders;
- The highest standards of ethics and integrity, with a deep commitment to transparency and accountability in policy and strategy;
- Demonstrated commitment to and concrete experience in fostering and supporting programs that address justice, equity, diversity, and inclusion;
- Proven support for innovation in medical education and training programs, including promoting exceptional teaching and learning in an interprofessional environment;
- Excellent communication, listening, and interpersonal skills.

Compensation

The anticipated salary range for this position is \$400,000 - \$600,000 annually and is commensurate with related experience and qualifications. Relocation assistance is available. USC offers an inspiring higher education environment and excellent benefits, including medical, dental, vision, retirement, and paid time off. Learn more about USC Employee benefits at <https://employees.usc.edu/benefits-perks>.

Location

The University developed in stride with the dynamic city of Los Angeles, a global center for art, technology, culture, industry, and trade, and a vividly international city with one of the most diverse populations on the planet. Now the creative capital of the Pacific Rim, Los Angeles has never lost its frontier edge and constantly re-invents its physical fabric, its economy, and its society. USC is both in and of its city. It was shaped by a succession of visionaries who invested their time, insight, and financial resources to build one of the world's great universities in the heart of a consequential global mega-region.

USC contributes significantly to the region as one of its largest economic engines. The University is the largest private employer in the city of Los Angeles, providing nearly 27,000 jobs and creating non-university job opportunities for thousands of additional residents each year. USC generates \$4.9 billion annually in economic activity in the Los Angeles region and beyond, which does not include the direct

spending or impacts of the USC hospitals. In addition, because of USC's long tradition of excellent professional education, USC alumni represent a large percentage of the business leaders and practicing professionals in the region. More details about Los Angeles can be found [here](#).

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, as well as application packets (CV and cover letter) should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/university-southern-california-keck-school-medicine/director-eli-and-edyth-broad>. Electronic submission of materials is required.

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USC is an equal-opportunity educator and employer, proudly pluralistic and firmly committed to providing equal opportunity for outstanding persons of every race, gender, creed and background. The university particularly encourages members of underrepresented groups, veterans and individuals with disabilities to apply. USC will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. Further information is available by contacting uschr@usc.edu.

Appendix I

About the Keck School of Medicine (KSOM)

The Keck School of Medicine of the University of Southern California was established in 1885 as the region's first medical school and the second professional school founded at USC. In July 1999, USC received a gift of \$110 million from the W.M. Keck Foundation, the largest gift ever made to a medical school at the time. In recognition of the gift, USC renamed its medical school the Keck School of Medicine of the University of Southern California. The gift has enabled USC to pursue strategic initiatives aimed at transforming Keck School of Medicine into one of the most highly regarded and competitive medical schools in the nation.

In addition to its education and training programs, KSOM is home to 47 research-oriented basic, clinical, and population-based programs that generated \$373 million in annual sponsored research (FY20). Clinical departments include Anesthesiology, Dermatology, Emergency Medicine, Family Medicine, Medicine, Neurology, Neurology Surgery, Obstetrics and Gynecology, Ophthalmology, Orthopaedic Surgery, Otolaryngology, Pathology, Pediatrics, Psychiatry, Radiation Oncology, Radiology, Surgery, and Urology. For more information, visit <https://keck.usc.edu/clinical-departments/>.

KSOM's basic science departments bring in more than \$84 million in funding annually and emphasize research in the fundamental understanding of biological systems and the biology roots of disease. Departments include Biochemistry and Molecular Medicine, Integrative Anatomical Sciences, Medical Education, Molecular Microbiology and Immunology, Physiology and Neuroscience, Preventative Medicine, Stem Cell Biology and Regenerative Medicine, and Translational Genomics. For more information, visit <https://keck.usc.edu/about-us/departments-institutes/basic-science-departments/>.

KSOM also has 31 research centers and institutes. Research institutes provide a space for in-depth study and serve as a hub for multidisciplinary collaboration and innovation in research. Institutes include the USC Norris Comprehensive Cancer Center, the Eli and Edyth Broad Center for Regenerative Medicine and Stem Cell Research, the USC Mark and Mary Stevens Neuroimaging and Informatics Institute, and the Zilkha Neurogenetic Institute, the Alzheimer's Therapeutic Research Institute, among others. Research centers may be housed within academic departments, research institutes with departmental status, or the office of research advancement, and include the Center for Applied Network Analysis, the Center for Genetic Epidemiology, the Center for Health Equity in the Americas, and the USC Hastings Center for Pulmonary Research. For a complete list of centers and institutes, visit <https://keck.usc.edu/research/institutes-centers-programs/>.

Affiliations

KSOM holds academic affiliations with two Los Angeles-based hospitals: the county hospital, Los Angeles General Hospital (LAG), and Children's Hospital Los Angeles (CHLA).

The Los Angeles General Hospital, formerly called LAC+USC Medical Center, opened in 1878 when the County of Los Angeles opened a 100-bed hospital to care for Los Angeles' indigent population and in 1885, the County affiliated with USC Medical School for the provision of care. The hospital, now a Level-One trauma center and hub in the County-run healthcare system serving 10 million residents, is the main training site for over 700 Keck medical students, as well as for nearly 1,000 physician interns, residents, and fellows completing their graduate medical education (GME) in nearly every medical specialty and subspecialty. The GME program is administered through faculty and staff at KSOM.

The partnership between LA County and USC is governed by a master legal agreement, which has gone by several different names over the years. The most recent name is the Medical School Affiliation Agreement (MSAA). The MSAA contract revenue represents approximately 16 percent of the overall KSOM revenue budget, and the majority of the residency training takes place at LA County.

Since 1932, Children's Hospital Los Angeles and the faculty of KSOM have worked together to create an excellent pediatric care center, a perennial top five *U.S. News and World Report* children's hospital. All full-time and part-time CHLA faculty hold faculty appointments at KSOM. Training programs at CHLA include 402 medical students, 109 full-time residents, three chief residents, and 151 fellows.

For more information on the Keck School of Medicine, visit <https://keck.usc.edu/>.

Appendix II

About Keck Medicine of USC

KSOM is part of Keck Medicine of USC, the University of Southern California's medical enterprise and one of only two university-based medical systems in the Los Angeles area. Keck Medicine owns and operates the Keck Medical Center of USC, which includes two acute care hospitals: Keck Hospital of USC and USC Norris Comprehensive Cancer Hospital. Both hospitals are staffed by more than 500 physicians who are faculty at KSOM. This includes the ownership of the community hospital USC Verdugo Hills Hospital, USC Arcadia Hospital, and more than 40 outpatient locations.

In addition, Keck Medicine operates USC Care Medical Group, a medical faculty practice which has been greatly strengthened in recent years and is essential to clinical recruitment and clinical strategy. The system has grown from \$550 million six years ago to \$2.3 billion today. This is the product of strong clinical and academic recruitment, healthcare innovation, and improved referral patterns, which have fueled strategic growth, alliances, and acquisitions.

Keck Medicine of USC has been named one of the country's best cancer care providers and among the best in eight other specialties, according to *U.S. News & World Report*. USC Norris renewed its NCI Comprehensive designation in 2021 with one of the best scores in the nation. The medical center also ranked in the top 10 in urology and geriatrics; top 20 in ophthalmology, neurology and neurosurgery, and cardiac and heart surgery; and top 30 in orthopedics, nephrology, and cancer care.

Appendix III

About JEDI-WeST

Vision

JEDI-WeST envisions an inclusive and diverse environment at KSOM where all constituents (learners, staff, and faculty) are respected, valued, encouraged and supported to thrive in pursuit of solving the most intractable health problems afflicting humanity.

Mission

The mission of JEDI-WeST is to support and develop programming, policies, and practices that create an inclusive and diverse community at KSOM.

Values

JEDI-WeST values align with USC's six unifying values of integrity, open communication, excellence, well-being, accountability and diversity, equity & inclusion.

Background

In the fall of 2020, Interim Dean Rao charged [Dr. Ricky Bluthenthal](#) with leading an important new initiative for the Keck School known as JEDI-WeST: Justice through Equity, Diversity, Inclusion, Well-being and Social Transformation. The JEDI-WeST committee believes that the Keck School has an ethical imperative to build a foundation of psychological safety for ALL members of the HSC community—especially those from historically minoritized groups—and to develop a culture that appreciates, respects, and values diverse individuals because they are necessary to achieve the excellence to which our school aspires.

By uniting and coordinating KSOM's current initiatives from the [Office of Diversity & Inclusion](#), [Office of Social Justice](#), [Center for GEMS](#), and [Office of Well-being](#), JEDI-WeST strives to achieve greater visibility, influence and impact. JEDI-WeST is working to accomplish its mission through programs and policies that encourage faculty/staff/learner engagement, professional development and mentoring, departmental and interdisciplinary partnerships and collaboration, and community outreach & service. Additionally, JEDI-WeST intentionally coordinates efforts with existing and future University-wide equity, social justice and well-being initiatives and goals.

Expected outcomes from JEDI-WeST include: 1) Creating a space of belonging for all employees and learners, especially those in historically marginalized groups, 2) Assisting in the recruitment of a diverse workforce and student population by demonstrating a commitment to inclusion, 3) Supporting employee well-being, psychological safety, engagement, retention and professional fulfillment, 4) Providing leadership development and career promotion, 5) Strengthening community partnerships, and 6) Encouraging innovation within the HSC community.

For more information on JEDI-WeST, visit <https://keck.usc.edu/jedi-west/>.