



SAN DIEGO STATE UNIVERSITY

Leadership Profile

Dean, College of Engineering



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Leaders Connecting Leaders

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This Leadership Profile is intended to provide information about San Diego State University and the position of Provost and Senior Vice President. It is designed to assist qualified individuals in assessing their interest.

Opportunity and Summary of Position

San Diego State University (SDSU) is seeking a visionary, innovative, and energetic academic leader to serve as Dean of the College of Engineering. SDSU has a highly diverse student population of over 34,000 students, including approximately 5,000 graduate students. Founded in 1897, SDSU offers bachelor's degrees in 91 areas, master's degrees in 78 areas, and doctorates in 21 areas. SDSU is currently designated as a "Doctoral University with Higher Research Activity" by the Carnegie Foundation and is ranked in the top 70 public universities by U.S. News and World Report. During the past academic year, SDSU received a total of over 700 external grants and contracts totaling over \$130 million. The university recently completed a comprehensive capital campaign that raised \$815 million.

SDSU is a large, diverse, urban research university and a Hispanic-Serving Institution with a welcoming environment for all, regardless of race, religion, color, sex, age, disability, marital status, sexual orientation, gender identity and expression, national origin, medical condition, and covered veteran status. The university seeks applicants with demonstrated experience in and/or commitment to teaching, research, and working effectively with individuals from diverse backgrounds and members of underrepresented groups.

The College of Engineering has over 60 faculty within four departments: aerospace engineering; civil, construction, and environmental engineering; electrical and computer engineering; and mechanical engineering. In the 2017-2018 academic year, the college faculty generated more than \$9 million in research expenditures. The college offers seven undergraduate degree programs, six master's degree programs and four joint doctoral programs with UC San Diego. In addition, the college offers several international programs for study abroad opportunities. Specifically, the SDSU Georgia Program offers five bachelor's degrees in Tbilisi, Georgia. The college currently has over 4,200 undergraduate and graduate students. Additional information about the college and SDSU is available at www.engineering.sdsu.edu and www.sdsu.edu.

The dean is the chief administrative officer of the college, reports to the Provost, and serves as a member of the Academic Deans' Council. The dean is responsible for guiding, directing, and overseeing the educational, professional, and research missions of the college, supervising the personnel procedures of its faculty and staff, enhancing student success, securing resources, fiscal planning and oversight, representing and promoting the college within the community and international arenas, and preparing and administering the college budget.

The successful candidate will have earned a doctorate and have a record of accomplishments suitable for a tenured professor. Proven research experience and scholarly achievement in an engineering discipline, as well as a strong record of institutional leadership and collaboration, are required. The candidate should have demonstrated skills in fiscal planning and organizational budget management, and a thorough knowledge and understanding of the management and operation of academic, research, and professional programs through shared governance, including accreditation and interdisciplinary education and research. Experience in the management, operation, and continuous improvement of large educational and research programs as well as fundraising and other advancement activities is expected. The candidate

shall provide evidence of success in advancing diversity and inclusion and working effectively in a multicultural campus and community setting, and demonstrate the capacity to expand the college's international educational and research efforts. Candidates should demonstrate experience in long-term strategic planning. The successful candidate will be an effective communicator and consensus builder, with the capacity to promote collegiality among faculty, staff, students, and the community in service to advancing the university's mission.

For more information on how to inquire or submit a nomination or application, please see the "Procedure for Candidacy" section at the end of this document.

Opportunities and Expectations for Leadership

In addition to the management and administration of a large, complex academic enterprise, the new dean will need to address several strategic priorities:

Establish an invigorating vision for the college's next chapter of success

The dean will work in a collaborative and transparent fashion across the college to engage and unite the faculty, staff and students around a clear and compelling vision for the future with a commitment to teaching and research excellence that is consistent with the university's goal to be a top 50 urban research university. This vision will provide direction to the next phase of the college's evolution and will guide decision making around resource allocation and new programmatic initiatives. It will inspire, challenge and motivate faculty, students and staff as they work together to enhance the college's national reputation and rankings in their pursuit of excellence. The vision will also articulate a clear and compelling strategy for the college within the context of and in support of the university's next strategic plan and upcoming ABET accreditation cycle in 2021.

Create a culture of inclusive excellence

Through exemplary communications and interpersonal skills, the new dean will lead through inclusion by engaging faculty, students, staff, alumni and industry in enhancing the excellence in all aspects of the college—teaching, research, inclusion and fundraising, among others. The dean will demonstrate transparency, fairness, independent thinking and a commitment to shared governance as they develop and execute the roadmap for the college, encouraging the community to remain focused on mutual goals and the best interests of the college. The new dean will balance the need to build consensus with the need to take action and move forward to accomplish the college's goals.

The faculty and staff have a strong commitment to the values of diversity, equity and inclusion and are poised for the new dean to provide strong leadership—and to serve as a strong role model—in fully embracing these values. The college has the opportunity to make gains in the diversity of its students and faculty.

Engage and collaborate with the university and external communities

The dean will be viewed on campus as the champion of engineering education, and will be expected to foster relationships with the university's leadership as well as with peers in a manner that enhances the college's reputation as a collaborative leader and provides a receptive framework for the university's continued investments in its faculty, facilities and programs. The new dean will be expected to establish a strong working relationship with the Provost, the core administration of SDSU including: Office of the President, Academic Affairs, Business and Financial Affairs, Student Affairs, and University Relations and Development, and forge cooperative ties with peer deans in order to define additional opportunities for interdisciplinary collaboration that create new opportunities for faculty and students. The new [Engineering and Interdisciplinary Sciences Complex](#) creates an ideal platform for such activity. The EISC is 85,000 square feet of a new instructional and laboratory space to serve engineering and science as well as other areas of the campus; it has become a new interdisciplinary focal point for the campus. There will also be an important opportunity to develop programs as part of SDSU expansion into its proposed Mission Valley campus.

The dean will have the opportunity to address and shape the future direction of several key issues that are vital to the future wellbeing of the college. Among those are a plan and strategy for potential new academic programs and online courses, as well as new space related to proposed campus growth; faculty workload relative to the appropriate balance of teaching, research and service; increase in staff to support the college and university initiatives; and allocation of resources that reflect the priorities and strategic direction for the college. The needs of the college are unique and the dean must listen, learn and study the issues to develop creative solutions and proposals. Likewise, the dean is expected to engage university leadership, the academic senate and others as needed to make a compelling case for ideas and initiatives that could have a transformative impact on faculty and students and the future trajectory of the college.

Externally, the dean must be viewed as a catalyst and convener in connecting the college's assets of faculty expertise, intellectual property, and academic creativity to the region's vibrant business community. The dean should build academic and industry partnerships that span the region and state that create new opportunities for student learning and faculty research and contribute to the state's economic growth and influence. The [Dean's Advisory Board](#) provides a meaningful connection to industry leaders.

Promote research, scholarship and grant funding

The dean will be a strong and effective advocate to cultivate and grow the breadth, depth, and strength of the College of Engineering's already strong research portfolio. The college has a strong record of research funding and has made considerable strides over the past decade. The dean is expected to exemplify this commitment to research through his or her own record of scholarly activity. The dean will ensure support of faculty in the pursuit of research funding from a variety of sources including government and private sources. The dean also will ensure strong student engagement in research at the undergraduate and graduate levels. As a critical part of these efforts, the dean will seek and develop opportunities to increase resources to

incentivize and support faculty and student research and ensure it remains a high priority for the college.

Champion student success

The College of Engineering must be thoughtful and steadfast in its efforts to support CSU's Graduation Initiative 2025. As part of this process, the next dean must set the expectation for the college to align its academic programs, systems and processes to improve retention and graduation rates while protecting the unique hands-on learning environment within the college. The incoming dean should promote a collaborative and supportive environment that provides students the tools they will need to succeed in the classroom while preparing them for future careers. This requires a deliberate focus on student success strategies and tactics that further increase retention and graduation rates. The next dean will have the opportunity to ensure that campus-wide resources – from facilities to class schedules to advising – are in alignment and support students and faculty with the very best potential for success.

Manage and cultivate new resources for the college

The dean will enhance achievement of the college's strategic aspirations by generating additional funding sources as well as expanding support for research from public and private sources. The dean will manage resources strategically and fairly.

The next dean will be expected to devote significant time and energy to furthering the college's culture of philanthropy and building partnerships. The continued cultivation of the regional and state-wide network of alumni and corporate partners provide opportunities for success. The new dean must be committed to engaging actively in fundraising and alumni relations activities to secure significant annual, ongoing and endowed philanthropic support for college priorities. Included here is the ability to articulate persuasive case for support as well as compelling gift opportunities that can have a transformational impact on the college. The dean will cultivate the [Alumni Advisory Committee](#) as a key element of alumni engagement.

Professional Qualifications and Personal Qualities

The Dean of the College of Engineering will present a demonstrated ability to establish a vision and turn it into reality. They will personally inspire faculty, staff, students, campus and external constituents and potential funders with ambitious but attainable objectives and will build a plan to lead the college toward those objectives. The dean will have the personal qualities, energy and ability to advocate successfully for the resources necessary to realize the vision.

Candidates must hold a terminal degree and have an accomplished record of teaching and scholarly or research accomplishments commensurate with an appointment at the rank of full professor. They will have both a personal background in and a strong professional grasp of outstanding teaching and research in an engineering discipline, and a keen sense of contemporary trends in this field. The dean will demonstrate intellectual curiosity, decisiveness and perseverance. They will value collaboration, diversity and commitment to excellence.

Above all, they will embrace the highest level of personal integrity, compassion, fairness and transparency.

Administrative leadership experience is a must and fund raising experience and capacity is critical.

In addition, preferred attributes of the next Dean include:

High impact and visionary leadership:

- ability to engage stakeholders toward shared goals and outcomes that can enhance the distinctive accomplishments and reputation of the college;
- excellent communication skills, including the ability to represent the college in public, to engage people individually and collectively, to write and speak in a persuasive and compelling manner, and to listen effectively;
- demonstrated commitment to ethics, transparency and integrity as the cornerstone to effective leadership;
- demonstrated commitment to and appreciation for diversity at all levels;
- experience working effectively, comfortably and collaboratively with regional, state-wide and national engineering leaders;
- an engaging and approachable leadership style, with evident self-confidence and personal presence, accompanied by a genuine interest in others and an overall positive outlook;
- ability to promote a sense of impartiality in decision making, high faculty morale and trust.

Leadership within engineering education:

- a strong understanding of the opportunities and challenges of undergraduate and graduate engineering education, including a deep awareness of new and emerging trends in this field;
- experience achieving goals in a competitive marketplace, and an ability to understand and apply business tools and disciplines to achieve the mission of the college;
- demonstrated experience working effectively and collaboratively with faculty with respect for diverse areas of scholarship, pedagogical approaches and the balance between traditional academic scholarship and practical engineering endeavors;

Commitment to operational excellence and high quality execution:

- demonstrated success recruiting, developing and retaining faculty in an environment of a strong commitment to student success and increasing commitment to research;
- a data-driven decision making style accompanied by a sense of urgency and decisiveness in evaluating and selecting appropriate courses of action;
- an inclusive approach to strategic and operational planning;

- ability to delegate effectively while instilling a high degree of accountability;
- a sense of creativity, entrepreneurship and the willingness to explore innovative ways of achieving targeted objectives;
- effectiveness in managing conflict and managing needs and interests across diverse stakeholder groups while maintaining mutual respect and inclusive decision making;

San Diego State University: An Overview

Leadership Starts Here is a bold statement of our ethos. It is a fundamental principle that guides our actions and an enduring promise fulfilled through the lives of our students, faculty, staff and alumni.

Each year, SDSU provides 36,000 students with the opportunity to participate in an academic curriculum distinguished by direct contact with faculty and an increasing international emphasis that prepares them for a global future.



The university is strong and getting stronger. United by pride in our Aztec roots, the SDSU community is committed to improving student success, advancing research and creative endeavors, contributing to the community and building our culture of philanthropy.

- Founded: 1897
- Alumni: 400,000+
- Students (for fall 2017): 36,000
- Faculty & Staff: 6,000
- Degree Programs: 195
- No. graduating (for spring 2017): approximately 10,000
- Annual Research: >\$134 million
- Athletic Teams: 19
- Undergraduate Applicants (for fall 2018): >93,000

San Diego State University is the oldest higher education institution in San Diego. Since its founding in 1897, the university has grown to become a leading public research university. Each year, SDSU provides more than 36,000 students with the opportunity to participate in an academic curriculum distinguished by direct contact with faculty and an international emphasis that prepares them for a global future.

SDSU Today

Now in its 121st year, San Diego State University can take pride in more than a century of achievement in education, research and service.

SDSU ranks in the top 10 for students studying abroad and for ethnic and diversity; Forbes, Fortune and U.S. News & World Report rank it top 25 for entrepreneurship; and the university has produced 88 Fulbright student scholars since 2005.



With an enrollment of more than 36,000 students, SDSU is increasingly becoming a top choice for undergraduates as evidenced by the record number of applications received each year.

Renowned for its academic excellence, the university is home to highly ranked graduate programs in business; engineering; public health; psychology; fine arts; biological sciences; public affairs; education; and speech, language, and hearing sciences. Ranked undergraduate programs include business, engineering and international business. Overall, SDSU students can choose from 91 undergraduate majors, 76 master's programs and 23 doctoral degree programs.

Local Connection

Committed to serving the richly diverse San Diego region, SDSU ranks among the top universities nationwide in terms of ethnic, racial and economic diversity among its student body, as well as in the number of bachelor's degrees conferred upon students of color.

The Price Community Scholars program provides financial support for first-generation local students with track records of strong academic achievement and leadership in high school. In turn, these students mentor local middle school students on the road to higher education. SDSU's Guardian Scholars program provides support including academic mentoring and year-round housing to students leaving the foster-care system.

Research

Increasingly recognized for innovative research, SDSU is Carnegie classified as a R2 doctoral university with higher research activity. Students pursue real-world challenges under the guidance of internationally recognized mentors in cutting-edge labs, entrepreneurship centers and business incubators.

Campus Growth

Perhaps the most visible evidence of SDSU's growth is in the physical additions to its San Diego campus and its continued commitment to providing a state-of-the-art learning environment for students, faculty and staff. The university has reimagined and renovated academic buildings

and complexes, the library, labs and residence halls. A new Engineering and Interdisciplinary Sciences Complex houses instructional areas and provides ample capacity for collaborative space and labs for interdisciplinary teams and SDSU's entrepreneurship centers.

The Conrad Prebys Aztec Student Union serves as the center of SDSU university life. It contains many sustainable and energy-efficient features and has obtained LEED-certified platinum status for both building features and operations. In addition, the Parma Payne Goodall Alumni Center welcomes alumni back to campus and provides a professional meeting and events venue for the entire San Diego region.



Notable Alumni

Beyond accolades and campus expansion, San Diego State University remains, as always, most proud of its alumni family, more than 400,000 strong.

Among those who call themselves Aztecs are Hollywood producer and Lucasfilm president Kathleen Kennedy; former Federal Trade Commission chair Timothy Muris; former Air Force Chief of Staff, Gen. Merrill A. "Tony" McPeak; San Diego Mayor Kevin Faulconer; San Diego County Supervisors Greg Cox, Dianne Jacob, Ron Roberts and Bill Horn; astronaut and Johnson Space Center director Ellen Ochoa; Costco co-founder Jim Sinegal; and restaurant executives Linda A. Lang, former CEO of Jack in the Box restaurants, and Ralph Rubio, founder and chairman of Rubio's Fresh Mexican Grill.

Aztec alumni also include entertainers Gregory Peck, Marion Ross, Julie Kavner, and Kathy Najimy; Baseball Hall of Famer Tony Gwynn; Major League Baseball manager Bud Black; U.S. Open winner and former PGA tour golfer Gene Littler; America's Cup skipper Dennis Conner; Washington Nationals pitcher Stephen Strasburg and basketball star Kawhi Leonard, named NBA Defensive Player of the Year and NBA Finals MVP in 2015.

The success of these individuals and thousands of other SDSU alumni attest to the motivating influence of their alma mater. From modest beginnings, San Diego State University has evolved into a premier center of education, research and service.

University Mission

The mission of San Diego State University is to provide research-oriented, high-quality education for undergraduate and graduate students and to contribute to the solution of problems through excellence and distinction in teaching, research, and service. The university strives to impart an appreciation and broad understanding of the human experience throughout the world and the ages. This education extends to diverse cultural legacies and accomplishments in many areas, such as the arts and technology; the advancement of human thought including philosophy and science; the development of economic, political, and social institutions; and the physical and biological evolution of humans and their environment. San Diego State University pursues its mission through its many diverse departments and

interdisciplinary programs in the creative and performing arts, the humanities, the sciences, and the social and behavioral sciences.

Academic Units of the University

SDSU is committed to creating educational opportunities that contribute to intellectual development and equip students to succeed in a global society. The university offers 95 bachelor's, 78 masters and 22 doctoral degree programs.

The university's programs are organized into eight colleges:

[College of Arts and Letters](#)

[College of Engineering](#)

[College of Professional Studies and Fine Arts](#)

[Fowler College of Business](#)

[College of Education](#)

[College of Health and Human Services](#)

[College of Sciences](#)

[College of Extended Studies](#)

College of Engineering

Since its inception in 1961, the [College of Engineering](#) has evolved into a top choice for serious engineering students and researchers from all over the globe. We deliver broad-spectrum, world-class engineering education, combined with practical research experience. Our students can choose among seven bachelor's, and a number of master's and joint doctoral degree programs in the following departments:

- Aerospace Engineering
- Civil, Construction and Environmental Engineering
- Electrical and Computer Engineering
- Mechanical Engineering

SDSU Engineering is dedicated to innovative education, discovery, and dissemination of knowledge. The college equips its students to think with international perspective, to design solutions that meet human and societal needs, and to create economic value that helps sustain the San Diego region and beyond.

SDSU Engineering is committed to inventing a better future, both for the San Diego region, a hot spot of innovation and technology, and for the global community we all share. The college maintains close relationships with San Diego industry that result in extensive partnerships, internships and placement opportunities for our students.

The College of Engineering offers progressive, project-oriented undergraduate degree programs in seven areas of study. Modern laboratory facilities and research-active faculty assure that students are well prepared to compete in the modern engineering workplace. All Bachelor's Degree Programs are accredited by the Engineering Accreditation Commission of ABET.

SDSU's Engineering graduate students work closely with faculty in many research areas such as telecommunication systems, bioremediation engineering, signal processing, residual stress measurements using acoustic microscopy, high altitude unmanned aerial vehicle design, sintering polymeric powders, storm water management, and hybrid-electric vehicle design.

San Diego is known globally for its dynamic research-oriented environment and many projects involve faculty and students collaborating side-by-side with local industry. SDSU's graduate research enjoys funding from contracts and grants from industry, state and federal government agencies, and non-profit organizations.

SDSU's commitment to the teacher-scholar faculty model means that our professors aim at exceling both in the classroom and in the research lab. We believe that if you want to deliver the most current, leading-edge information to students, you must be working on the leading edge yourself, making exciting discoveries and developing new technologies.

Because research is a fundamental pursuit in the College of Engineering, there is plenty of opportunity for students to participate in ground-breaking investigational studies, often for credit and sometimes as paid assistants. At any given time, about half of the college's students are actively involved in research projects.

For more information about the College of Engineering, see the following comprehensive resources:

[College of Engineering Website](#)
[Engineering Information Brochure](#)
[Facts at a Glance](#)

President Adela de la Torre



Dr. Adela de la Torre was recently appointed by the California State University Board of Trustees as the new president of San Diego State University. Joining the campus in June 2018, Dr. de la Torre is the ninth permanent president of SDSU and the first woman to serve in that role. She brings with her 30 years of service in leadership roles within institutions of higher education, including the California State University system, the University of Arizona and the University of California, Davis.

Prior to her appointment as President, she served as the vice chancellor for Student Affairs and Campus Diversity at UC Davis. Dr. de la Torre's research focuses on aspects of Latino community health – an area in which SDSU is a national leader.

Dr. de la Torre served as Director for the UC-Davis Center for Transnational Health for fourteen years, as chair of the UC Davis Chicana/Chicano Studies Department, as director of the Hispanic Center of Excellence in the College of Medicine at the University of Arizona, and as director of the Mexican American Studies and Research Center at the University of Arizona. Dr. de la Torre was a professor at California State University, Long Beach, and at the University of Arizona before joining UC Davis in 2002, where she became the first Latina to receive the rank of Distinguished Professor.

Dr. de la Torre's grandparents immigrated to the Central Valley from Mexico. She grew up in the Bay Area, where her grandmother and mother taught her important cultural traditions – the importance of family, the value of hard work and the power of education. Her mother went to Modesto Community College and UC Berkeley and was a public school teacher for 40 years.

Dr. de la Torre earned her bachelor's degree in the political economy of natural resources from UC Berkeley. Her master's degree and Ph.D. in agricultural and resource economics are also from UC Berkeley.

San Diego, California

California's second largest city and the United States' eighth largest, San Diego boasts a citywide population of nearly 1.3 million residents and more than 3 million residents countywide. Within its borders of 4,200 sq. miles, San Diego County encompasses 18 incorporated cities and numerous other charming neighborhoods and communities, including downtown's historic Gaslamp Quarter, Little Italy, Coronado, La Jolla, Del Mar, Carlsbad, Escondido, La Mesa, Hillcrest, Barrio Logan and Chula Vista just to name a few.

San Diego is renowned for its idyllic climate, 70 miles of pristine beaches and a dazzling array of world-class family attractions. Popular attractions include the world-famous San Diego Zoo and San Diego Zoo Safari Park, SeaWorld San Diego and LEGOLAND California. San Diego offers an expansive variety of things to see and do, appealing to guests of all ages from around the world.

In San Diego's East County, the terrain varies from gentle foothills to mile-high mountains and the historic mining town, Julian, down to the 600,000-acre Anza-Borrego Desert State Park, offering nature-conscious visitors endless opportunities to hike, camp, fish, observe wildlife and much more. In San Diego's North County, the agricultural community produces quantities of flowers and magnificent produce. Wine growers are also making a mark by growing and harvesting quality grapes that become excellent wines, which are served at some of the most elegant restaurants and resorts in the region. Along the west, 70 miles of Pacific Ocean coastline not only supports year-round outdoor recreation, such as surfing, boating, sailing and swimming, but also important scientific research at the Scripps Institution of Oceanography. To the south, it's a whole different country, Mexico, featuring its own cultural offerings in various towns along the border and coastline, including Tijuana, Rosarito and Ensenada.

San Diego's arts and culture and culinary arts are booming. The hottest, new culinary arts talents prepare award-winning meals throughout the region's 6,400 eating establishments. Balboa Park, the largest urban cultural park in the U.S., is home to 15 museums, numerous art galleries, beautiful gardens, the Tony Award-winning The Globe Theatres and the world-famous San Diego Zoo.

San Diego County also features 92 golf courses and a variety of exciting participatory and spectator sports, beachfront resorts and luxury spas, gaming, a dynamic downtown district, annual special events and unique holiday offerings, multicultural festivals and celebrations, colorful neighborhoods and communities, a rich military history and much more.

<https://www.sandiego.org/articles/about-san-diego-ca.aspx>

For more information about San Diego, see <https://www.sandiego.gov/> and <https://www.sandiegocounty.gov/>.

Procedure for Candidacy

Nominations and application materials should be submitted by the target date of January 8, 2019, although expressions of interest may be considered until the position is filled. Application materials must include: 1) a letter of interest stating how the candidate's experiences and qualifications connect with the required/preferred characteristics and strategic priorities expressed in the leadership profile; 2) a curriculum vitae; and 3) the names, addresses, telephone numbers, and email addresses of five references for future contact — please also include your professional relationship to each reference listed. References will only be contacted with the permission of the candidates. Application materials, nominations, and inquiries may be sent to Suzanne Teer and Julia Venetos, search consultants from Witt/Kieffer assisting with the search, at SDSUEngineeringDean@wittkieffer.com.

The person holding this position is considered a "mandated reporter" under the California Child Abuse and Neglect Reporting Act and is required to comply with the requirements set forth in CSU Executive Order 1083 as a condition of employment.

A background check (including a criminal records check) must be completed satisfactorily before any candidate can be offered a position with the CSU. Failure to satisfactorily complete the background check may affect the application status of applicants or continued employment of current CSU employees who apply for the position.

The San Diego State University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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 San Diego State 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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