



Executive Director of Development College of Veterinary Medicine

Leadership Profile



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Prepared by
Mercedes C. Vance
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This Leadership Profile is intended to provide information about the University of Florida Health and the position of Executive Director of Development, College of Veterinary Medicine. It is designed to assist qualified individuals in assessing their interest in this position.

The Opportunity

The College of Veterinary Medicine at the University of Florida, one of the nation's leading veterinary medical colleges, seeks an Executive Director of Development. Reporting to Dean James Lloyd, the executive director will have broad responsibility and authority to build upon past successes in development.

Established in 1976, the College of Veterinary Medicine is the state's only veterinary medical college and offers comprehensive service to the public through a fourfold mission – teaching, research, extension, and patient care. The College of Veterinary Medicine, one of only 30 veterinary medical colleges in the United States, is dedicated to advancing animal, human and environmental health. The college is administered by two long-standing and highly respected University of Florida institutions, the UF Institute of Food and Agricultural Sciences (IFAS) and UF Health.

The executive director will oversee a team of six professional staff members in pursuit of increased philanthropic investment. The College of Veterinary Medicine is in the early phases of a \$100 million campaign, part of a much larger University initiative, and has already raised \$30 million toward that goal. The executive director will oversee the development team and be an experienced development professional with a successful history as a major and principal gift fundraiser. He or she will have strong capabilities with regard to donor strategy and will have an equally strong track record of plan development and execution, especially while in a comprehensive campaign.

The executive director should demonstrate a collaborative and collegial approach to leading the development team and an understanding of college-based development, alumni relations, as well as corporate and foundation relations. The executive director must have experience working closely with deans, department chairs and faculty. He or she will have a close working relationship and partnership with other members of the University's extraordinarily successful development team. A bachelor's degree is required and an advanced degree preferred. The new executive director must have a passion for animal health and research.

The executive director will have the opportunity to serve one of the nation's best veterinary medical colleges within one of its best universities. He or she will also live in one of the most attractive and pleasant areas in the country. For more information on the University of Florida, UF Health and UF IFAS, visit: www.ufl.edu, www.ufhealth.org and www.ifas.ufl.edu.

For more information on how to apply, see the section entitled "Procedure for Candidacy" at the end of this document.

Opportunities and Expectations for Leadership

The executive director of development for the College of Veterinary Medicine is responsible for the leadership of all development programs and development operations within the college. The executive director is responsible for building broad-based private support for the institution through the management of integrated, comprehensive programs of external relations, including but not limited to annual giving, major and planned giving, corporate and foundation giving, grateful client relations, donor relations and stewardship, research and gift administration.

The executive director has leadership responsibility for a staff of six. (An organization chart for the division may be found in appendix I to this document.) He or she will manage a budget totaling approximately \$830k (FY2015). It is anticipated that resources will be added to the staff and budget as the comprehensive campaign is executed.

The dean seeks a talented and experienced advancement executive with a strong track record in fundraising, as well as sound knowledge of alumni relations and stewardship. Essential experience includes: leading teams; cultivating, soliciting, and closing principal gifts; delivering results within a capital campaign in an institution of higher education or comparable environment; achieving success in complex environments; and working with and engaging deans and high-level volunteers.

The following is a set of expectations to which the successful candidate's performance will be judged during the first few years of his or her tenure.



Building on the strategy for fundraising

The successful candidate will have the privilege of joining a world-class development operation, and will contribute directly to recruiting and retaining the very best development talent for the College of Veterinary Medicine.

The executive director will build on the great work that has already been done but will need to continue to be responsible for envisioning, developing, and implementing a strategy for the development team. The development activities for the college will support the efforts of the \$100 million comprehensive campaign as part of the University of Florida's \$3B campaign goal. The ideal candidate will be responsible for generating and assisting with major and leadership gifts. The executive director will work with Dean Lloyd and members of senior administration to achieve campaign goals. He or she will manage the team's ultimate responsibility for achieving annual and campaign fundraising goals at all levels, as well as building the pipeline of future donors for the college. The executive director will also work to expand the number of actively engaged advancement volunteers within these areas.

Inspire front-line fundraising teams

The development team is strong and thriving within the college. The executive director will be an accomplished fundraiser focused on helping his or her direct reports with the cultivation and solicitation of transformative gifts. The executive director will continue to build a culture of accountability and high-performance while mentoring and coaching the team. He or she will add to this high-functioning, collaborative, fundraising operation through open and honest communication, strong performance standards, and through leadership by example.

The executive director will ensure that there is continued growth and strength in the base of donors who can eventually make major and principal gifts to the program. He or she will work collaboratively with Dean Lloyd to identify fundraising and other external relations priorities to continue to build on the success of the current campaign. This person will set ambitious goals, lead development of plans to achieve these goals, and implement metrics and measurement standards for development staff.

Work as a key member of the leadership team

The executive director will build strong, trusting relationships with the senior leadership team in UF Health, UF IFAS, the UF Foundation and current leadership gift donors and prospects. The executive director will inspire the fundraising staff and lead by example. This is a great opportunity to be part of a diverse, dynamic senior development team and enhance the strategic direction of the division. The new executive director will be a team player and will have the passion, experience, and commitment to be strategically focused on the campaign.

Personal Qualifications and Personal Qualities

The College of Veterinary Medicine seeks an executive director whose personal values resonate with those of the University of Florida. The executive director will be a strong, forthright, and self-confident leader who will lead by example and by authority. The successful candidate will be characterized by sound judgment, extensive experience, and a broad perspective on the business of advancement. He or she will be a team-builder who galvanizes input and support for the program within the staff, from throughout the UF community, and among its diverse constituencies. The executive director will be able to build consensus and trust fairly quickly while maintaining momentum, and will clearly possess the following qualifications and qualities:

- A seasoned decision-maker who has demonstrated leadership of large, complex advancement organizations, people, and programs with an innovative and entrepreneurial approach to problem-solving and the ability to manage transition and change;
- Exceptional leadership and motivation skills, both strategic and results-oriented, enabling an efficient, productive, and effective operation in which employees are committed to the mission and are happy and proud to work for the university;
- An ability to serve as a motivator and mentor to the development staff;
- A top development performer and principal gift fundraiser and closer who thrives in a flexible, self-directed, fast-paced environment;
- An ability to serve as a critical partner to the development team, displaying evidence of high integrity, honesty, and trustworthiness;
- A strong history and track record of working effectively with volunteers, faculty, and administrators, engaging them in the life of the institution and assisting them in improving their personal effectiveness in all aspects of fundraising;
- Focus and/or philosophy geared toward investing in, cultivating, and stewarding staff;
- Thorough knowledge of the principles of running a successful fundraising program;
- Ability to create and implement strategic campaign initiatives;
- An outgoing, dynamic personality, energy and enthusiasm, and good sense of humor; and
- Excellent communication skills and excellent writing and presentation skills.

College of Veterinary Medicine

The UF College of Veterinary Medicine is a national leader in the education of veterinarians. The current enrollment includes more than 440 veterinary medical students, and more than 120 students enrolled in the master's and doctoral programs. The Veterinary Hospital is a major animal referral center for the Southeast, treating more than 37,000 animals annually. The facilities include our \$58 million, state-of-the-art small animal hospital, which opened in November 2010, the Alec P. and Louise H. Courtelis Equine Hospital and the Equine Sports Performance Complex, and the Pet Emergency Treatment Service (PETS) in Ocala. Our hospitals boast a wide range of board-certified veterinary medical specialists who provide compassionate care and expertise in their fields.

The college also has several other unique academic programs including the Center for Environmental & Human Toxicology; mucosal immunology; equine neonatal and perinatal studies; the Island Whirl Equine Colic Research Laboratory; Aquatic Animal Health program; Operation Catnip; the Pet Memorial program; the Maddies Shelter Medicine and Veterinary Community Outreach Programs; the ticks and tick-borne diseases program; and zoological medicine training.

The UF College of Veterinary Medicine was granted full accreditation by the American Veterinary Medical Association Council on Education (AVMACOE) in 2016.



UF Health and IFAS

UF Health

University of Florida Health — the Southeast's most comprehensive academic health center — encompasses the University of Florida Health Science Center and the UF Health Shands and UF Health Jacksonville family of hospitals and services.

With campuses in Gainesville and Jacksonville, UF Health includes six health colleges, nine research institutes and centers, two teaching hospitals, two specialty hospitals and a host of physician medical practices and outpatient services throughout north central and northeast Florida. The mission is to promote health through outstanding and high-quality patient care; innovative and rigorous education in the health professions and biomedical sciences; and high-impact research across the spectrum of basic, translational and clinical investigation.

Vision

Together we strive to create unstoppable momentum toward the goal of improving individual and community health through discovery, clinical and translational science and technology, exceptional education and patient-centered, innovative, high-quality health care.

Core Values



At UF Health, the core institutional values are centered on the commitment to patients and the role in the communities served:

- Accountability
- Collaboration
- Compassion
- Competence
- Communication
- Creativity
- Empowerment
- Excellence
- Integrity
- Respect
- Trust

At the heart of the mission of UF Health is to provide high-quality clinical care and to provide the best possible patient experience. But the objectives aren't purely clinical: To be successful in all of its missions, UF Health aims to create a virtuous circle of patient care, education and research. Thus, these goals are interconnected. For example, biomedical research can include fundamental scientific work in the lab that contributes to immediate or future breakthroughs, as well as highly translational clinical research that benefits patient care. UF Health's robust educational programs train the next generation of health care providers. Everything we do serves to move us along the path of improving health and well-being for the patients, their families and the communities.

UF Health includes the colleges of Dentistry, Medicine, Nursing, Pharmacy, Public Health and Health Professions and Veterinary Medicine, which has a large animal hospital and a small animal hospital. The system also encompasses nine research institutes and centers: the UF Clinical and Translational Science Institute, the UF Diabetes Institute, the UF Emerging Pathogens Institute, UF's Evelyn F. and William L. McKnight Brain Institute, the UF Genetics Institute, the UF Health Cancer Center, the UF Institute for Child Health Policy, the UF Institute on Aging and the UF Research and Academic Center at Lake Nona. UF Health also provides the full spectrum of patient-care services through its family of hospitals and clinical programs, which includes two teaching hospitals and three specialty hospitals:

- [UF Health Shands Hospital \(Gainesville\)](#)
- [UF Health Shands Cancer Hospital](#)
- [UF Health Shands Children's Hospital](#)

- [UF Health Shands Psychiatric Hospital \(Gainesville\)](#)
- [UF Health Shands Rehab Hospital \(Gainesville\)](#)
- [UF Health Jacksonville \(Jacksonville\)](#)

UF Health also includes the UF Health Florida Recovery Center, which has inpatient and outpatient facilities for patients undergoing treatment for addiction, and a home-health agency, UF Health Shands HomeCare. In January of 2018, the UF Health Heart & Vascular Hospital and UF Health Neuromedicine Hospital will open, adding 500,000 square feet and 272 beds to UF Health's Gainesville campus. These new hospitals represent UF Health's most ambitious initiative to date, and will serve as the Southeast's most advanced hospitals for heart, vascular and neurological care. In addition, UF Health offers dozens of faculty physician medical practices and outpatient services throughout north central and northeast Florida.

University of Florida Institute for Food and Agricultural Sciences (UF/IFAS)

UF/IFAS was created in 1964 to consolidate the agricultural, natural resources, and life sciences teaching, research and extension programs at the University of Florida. UF/IFAS is a federal-state-county partnership throughout Florida, dedicated to improving lives by sharing information about agriculture, natural resources and life sciences.

While extending into every community of the state, UF/IFAS has developed an international reputation for its accomplishments in teaching, research and extension. Because of this mission and the diversity of Florida's climate and agricultural commodities, IFAS has facilities located throughout Florida. IFAS provides research and development in support of Florida's agriculture, natural resources and related food industries, which in 2010 made value-added contributions of \$108.7 billion to the gross domestic product of the state economy.

The College of Veterinary Medicine is jointly administered through the university's Health Science Center and IFAS.

UF Health Office of Development

The UF Health Office of Development is committed to raising money and awareness for University of Florida Health to support excellence in compassionate patient care, multi-disciplinary, clinical and translational research, and the education of future health professionals. We work with the community to allow individuals and corporations to impact UF Health patients and families directly in a variety of ways, and engage alumni of our Health Science Center colleges through opportunities for volunteerism, leadership and philanthropic support. The UF Health Office of Development prides itself on strong leadership, collaborative and collegial employee engagement, and ethical and responsive fund raising. By contributing to UF Health, you are spurring new breakthroughs in medical research, ensuring superb, patient-centric care, and empowering the next generation of caregivers to at a time when it is needed most.

University of Florida: An Overview

The University of Florida (UF) is a major, public, land-grant, research institution. It is the flagship of Florida's diverse higher education system. While it is ranked 14th among the nation's public universities by U.S. News and World Report (2015), a new preeminence initiative was announced in 2013 by Florida Gov. Rick Scott and then-UF President Bernie Machen, aiming to invest in key academic programs that could push UF into the top "Making UF a top 10 university has been my highest priority over the course of my tenure," Machen said. "Now we stand at a crossroads where we have the potential to make giant strides."

Gov. Scott reinforced the importance of UF to Florida: "We have committed to undertake this ambitious goal and fulfill a bold vision for higher education in the state of Florida."

UF is the most comprehensive university in the state and among the nation's most academically diverse higher learning institutions. It is one of only 17 public, land-grant members in the Association of American Universities, and the only member institution in the state of Florida. UF traces its roots to 1853. Today, with 16 colleges, more than 150 research centers and institutes, and about 50,000 students, UF is one of the largest universities in the nation. It consistently ranks among the nation's top universities: No. 3 in Kiplinger's "Best Values in Public Colleges" (2013) and No. 3 in the Princeton Review's "Best Value Public Colleges" (2012).

Faculty

UF has about 4,452 faculty members with distinguished records in teaching, research and service, including 112 endowed professors and chairs and 42 faculty members elected to the National Academy of Sciences, Engineering, the Institute of Medicine, or the American Academy of Arts and Sciences. Their accolades include a Fields Medal, two Pulitzer Prizes, NASA's top award for research and the Smithsonian Institution's conservation award.

The university recently welcomed its 12th president, Dr. Kent Fuchs, who began his tenure on January 2, 2015. Most recently the provost of Cornell University, Dr. Fuchs' experience combines academic leadership as a provost, dean and department chair; a distinguished career as an engineering professor; and graduate education in both engineering and divinity. In accepting the presidency, Dr. Fuchs outlined his overarching goal for UF: To elevate its stature, as measured by quality and comparative excellence, to that of one of the nation's best public universities.

UF is a leader in research and discoveries, which improve the lives of individuals throughout the state, nation and world. In recognition of this outstanding work, the university received almost \$707 million in research awards this year. UF has more than \$800 million in new research facilities recently completed or under construction. These include the Nanoscale Research Facility, Pathogens Research Facility, Biomedical Sciences Building, Research and Academic Center at Lake Nona, and the Clinical and Translational Research Building. The Institute on Aging is home to one of only 16 Claude D. Pepper Older Americans Independence Centers nationally, and led an influential \$60 million study demonstrating that physical activity can help older adults remain mobile.



UF is a national leader in alternative energy research, with strong programs in ethanol production, and nuclear and solar energy. UF has strong collaborative ties with research leaders such as the National High Magnetic Field Laboratory in Tallahassee, Scripps Florida in Jupiter, the Sanford-Burnham Medical Research Institute in Orlando and the Moffitt Cancer Center in Tampa. UF's astronomy department is a world leader in the development of sophisticated devices that help some of the world's largest telescopes detect new planets/objects. Our McKnight Brain Institute is home to more than 300 faculty using some of the world's most powerful

MRI imaging systems to better understand the human brain and nervous system. UF's Clinical and Translational Science Institute is one of only 60 the National Institutes of Health is funding to speed the transformation of scientific discoveries into medical advances for patients.

Gatorade, the world's most popular sports drink, is just one of hundreds of commercial products resulting from UF's aggressive research programs. In response to this burgeoning area, UF established a technology incubator called the Innovation Hub, which is already helping accelerate the lab-to-marketplace process.

Development and Alumni Affairs – University of Florida

The Office of Development & Alumni Affairs (ODAA) strives to engage alumni, parents, friends and organizations in support of UF's goals.

Guided by the university's strategic priorities and the leadership of President Kent Fuchs and Vice President for Development and Alumni Affairs Thomas Mitchell, ODAA collaborates with the entire university community to support students, faculty, colleges and initiatives that make the University of Florida a world-class institution of higher learning and innovative research.

Guided by UF's mission of teaching, research, service and economic development and its strategic priorities, the ODAA nurtures lifelong, mutually beneficial relationships with students, alumni, parents, friends, corporations and organizations that result in volunteer engagement and philanthropic support.

ODAA's daily work is committed to strengthening partnerships and providing service through communication, collaboration and leadership.

The ODAA exists to promote UF, increase philanthropy, manage and grow UF's endowment, ensure the appropriate use of funds and pursue best governance practices.

UF Preeminence and Beyond

The University of Florida Foundation is a non-profit 501(c) (3) organization. The foundation is governed by a group of volunteers who assist the university by setting the standard for philanthropic leadership and is committed to the success of the University of Florida. The foundation's mission is to promote the university and increase philanthropy in support of university priorities. The primary vision is to be a vital partner with UF by connecting donor resources in the pursuit of excellence.

The commitment and determination of the board helped spearhead the *Florida Tomorrow* campaign, which resulted in a record-breaking \$1.72 billion raised by the time it concluded in October of 2012; the largest in the history of the state of Florida and at that time the sixth largest of public university campaigns in the nation.

From many cities in Florida and across the United States, the foundation serves as an important communications link to alumni and friends.

With the oversight of the UF Foundation Board's Finance Committee, UF's \$1.48 billion endowment is managed by UFICO, an investment management corporation.

The foundation, UFICO and the Office of Development & Alumni Affairs work together to set sound financial policies and manage charitable trusts and charitable gift annuities, life insurance policies, mortgages and other notes, real estate for use and liquidation, savings and checking accounts (the endowment funds), the pension plan and more.

The ODAA's ambition — "To Be the Best" — is one of the reasons the *Florida Tomorrow* campaign surpassed its goal nine months ahead of schedule, despite one of the worst economic periods in America's history. Our approach for the future is twofold — achieving top 10 status and looking internally to enhance and align business practices toward an integrated advancement model.

UF is one of the nation's most influential universities. Raising our stature and influence greatly depends upon the success of the UF Preeminence top 10 initiative, a comprehensive effort to advance UF's mission and elevate the value of a UF education. The Advancement strategic plan was created and adopted to help guide us through the UF Preeminence initiative and prepare us for our next campaign, which is scheduled for a public launch in fall 2017. This plan will transition the Office of Development & Alumni Affairs to align with a fully integrated advancement model, including these strategic functional areas: Strategic Communications (inform/ inspire), Alumni affairs (involve/ engage), Development (advocate/invest), Advancement Services (serve/steward) and Talent Management (recruit/retain/develop).

Gainesville, Florida



Gainesville is a family-friendly city within easy reach of east and west coast beaches, Jacksonville and Orlando. With housing options in historic neighborhoods, downtown condos and suburbs, it's easy to find the perfect fit.

Alachua County offers an array of educational options with magnet, academic and career programs, as well as UF's own K-12 developmental research school, which develops innovative teaching techniques for students here and throughout the state.

For outdoor enthusiasts, Gainesville offers much to explore, from spotting alligators on Paynes Prairie to cycling the trails at San Felasco. Enjoy arts and culture at UF's Harn Museum of Art, Phillips Center for the Performing Arts, Florida Museum of Natural History and more.

Gator fans have something to celebrate all year long. Our gymnastics, tennis, basketball, football, and other athletic teams will keep you cheering throughout the year.

Gainesville has consistently topped the list as one of the “best places to live and play” in the United States.

For more information about Gainesville, visit any of these resources:

gainesvilleconnect.com

www.cityofgainesville.org

www.gainesville.com

www.gainesvillechamber.com

Procedure for Candidacy

Nominations, applications (including cover letter and resume), expressions of interest and requests for additional information may be directed to the Witt/Kieffer consultant assisting UF Health with this effort:
UFVetMedEDDev@wittkieffer.com

Mercedes Vance
c/o Witt/Kieffer
2015 Spring Road, Suite 510
Oak Brook, IL 60523

The University of Florida is an equal opportunity institution dedicated to building a broadly diverse and inclusive faculty and staff.

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 University of Florida Foundation, Inc. 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.

Appendix I



Dr. James W. Lloyd
Dean, University of Florida College of Veterinary Medicine

Dr. James W. Lloyd became Dean of the University of Florida College of Veterinary Medicine on July 1, 2013. He previously was a Professor and Associate Dean for Budget, Planning and Institutional Research at Michigan State University's College of Veterinary Medicine.

Dr. Lloyd received his Ph.D. in agricultural economics, with emphasis on agribusiness management and operations research, from Michigan State University in 1989 and his D.V.M. from Michigan State University's College of Veterinary Medicine in 1981.

A key leader in the area of animal health economics, Dr. Lloyd led the National Commission on Veterinary Economic Issues working group on enhancing the skills, knowledge, aptitudes, and attitudes of veterinarians from 2000-2009. He has also worked as an organizational development consultant, emphasizing strategic planning and leadership development with inclusion as a core element.

Over the course of his career, Dr. Lloyd has worked to progressively apply the disciplines of economics, management, and business to the veterinary medical profession through research, teaching, and service/administration. Among his many honors are being included in the President's Honor Roll of the Michigan Veterinary Medical Association in 2006, 2007, 2008, 2009 and 2011 and serving as Senior Fellow, Outreach and Engagement, at Michigan State University from 2005-2013. He received a Certificate of Appreciation from the Association of Veterinary Practice Management Consultants and Advisors in 2004, a Creativity in Teaching Award from Merck AgVet in 1995, and Extension programming awards in 1992 and 1993.

Education

Ph.D. in Agricultural Economics, Michigan State University, 1989

D.V.M., Michigan State University, 1981



Mary Ann Kiely
Chief Development Officer and Vice President for Development, UF Health
Associate Vice President for Development, UF Health Science Center

Mary Ann Kiely is vice president for development for UF Health. Her work with University of Florida alumni affairs and the UF Foundation, the deans of the colleges, the directors of the research centers and institutes, UF Health Shands leaders, and the UF Health Science Center and UF Health Shands development teams focuses on fostering broad-based fundraising and constituency building at UF Health in support of its missions of patient care, education and research.

Ms. Kiely has nearly 25 years of fundraising experience. Prior to joining UF Health, she spent 10 years with the University of Rochester School of Medicine and Dentistry, where she directed the medical school's alumni relations and development program. During her tenure, she substantially strengthened relations with alumni, grateful patients and community supporters; successfully completed a medical student scholarship campaign; and established a new, successful volunteer leadership council in support of Rochester's medical school.

Ms. Kiely has a Bachelor of Science in Business and English from St. John Fisher College in Rochester, New York.



Niles Eggleston
Associate Vice President of Development and Campaign Initiatives

Niles leads the campaign initiatives of UF Health and manages the development teams at the Colleges of Veterinary Medicine, Public Health and Health Professions, Nursing, Dentistry, and Pharmacy, as well as the McKnight Brain Institute and the UF Health Shands Cancer Center.

Before coming to the University of Florida Niles served at the University of Rochester as Senior Assistant Vice President for Advancement and Executive Director of Clinical and Community Programs. During his time at the University of Rochester he oversaw a team of 22 individuals responsible for maximizing the philanthropic contributions to the University of Rochester Medical Center. The University recently passed its \$1.2B goal for the comprehensive campaign, of which the URMC is responsible for \$650M. Niles and his team worked to secure capital, endowed, programmatic and annual support for the clinical programs including the Wilmot Cancer Center, Neuromedicine, Heart and Vascular, Orthopedics and General Medicine in addition to community organizations such as Highland Hospital and Visiting Nurse Service.

Before Rochester, Niles was at West Virginia University, where he was Assistant Athletic Director/Executive Director of Development for the West Virginia University Athletic Department. In the five years he was with WVU, annual donations to athletics increased from \$9M to \$21.7M. He oversaw a staff of 12, responsible for Major Gifts, Annual Giving, Special Events and Programmatic needs.

UF | Veterinary Medicine Development



Karen Legato
Executive
Director

Patricia Wlasuk
Director
Scholarship Giving



Marcela Brandao
Associate Director



Melissa Headrick
Assistant Director
Grateful Clients



Karen Johnson
Coordinator
Stewardship, Giving
Programs



Katie Boudreau
Director
Maddie's Shelter Medicine



Shellie Evers
Program Assistant
Maddie's Shelter Medicine



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