



**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
WORKSHOP
MINUTES
MARCH 19, 2021**

Call to Order and Chair's Remarks

The Florida International University Board of Trustees' Workshop was called to order by Board Chair Dean C. Colson at 9:14 AM on Friday, March 19, 2021 at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms and via Zoom.

General Counsel Carlos B. Castillo conducted roll call of the Florida International University Board of Trustees and verified a quorum. Present were Dean C. Colson, *Board Chair*; Roger Tovar, *Board Vice Chair (joined after roll call)*; Cesar L. Alvarez *(joined after roll call)*; Jose J. Armas *(joined after roll call)*; Leonard Boord; Donna J. Hrinak; Natasha Lowell; Gene Prescott; Claudia Puig *(via Zoom)*; Joerg Reinhold; Chanel T. Rowe; Marc D. Sarnoff *(joined after roll call)*; and Alexandra Valdes.

Board Chair Colson welcomed Trustees and University administrators attending in-person and via the virtual environment. He welcomed Florida Board of Governors Chair Sydney Kitson and State University System of Florida Chancellor, Marshall M. Criser, III and explained that the University community and general public were accessing the workshop via the FIU webcast.

Board Chair Colson explained that no actions will be voted on at the workshop, adding that the sessions will be for information purposes only.

Remarks by State University System of Florida Chancellor, Marshall M. Criser, III

Chancellor Criser shared his appreciation for the FIU Board of Trustees, President Mark B. Rosenberg, and the University community. He commented that the trajectory of the State University System (SUS) has changed in a manner that is consistent with the individual mission of each SUS institution. He mentioned that the SUS has adopted a standard of accountability and is focused on student success. Chancellor Criser remarked on the increasing national recognition and also commented on the changing dialogue about what Florida is in terms of education.

Program of Distinction in Environmental Resilience

Provost and Executive Vice President Kenneth G. Furton pointed out that in the past 10 years, there has been over half a billion dollars invested in the area of environmental resiliency. He commented that College of Arts, Sciences & Education Dean and Professor of Biological Sciences Michael (Mike) Heithaus will be joined by a number of faculty members who will present on the Program of Distinction in Environmental Resilience and research that is having a real impact on the

local community, the State of Florida, and the world. Provost Furton indicated that Environment/Ecology is ranked number 35 in the nation by *U.S. News & World Report Global Rankings*, that FIU is ranked number three in the U.S. and number nine in the world in Life Below Water by *Times Higher Education Impact Rankings*, and that FIU is the number 1 university where students can make a difference in the climate crisis, according to *College Magazine*.

Provost Furton introduced Dean Heithaus, who is a marine ecologist specializing in predator-prey interactions and the ecological importance of sharks and other large marine species. Provost Furton added that Dean Heithaus' work in Shark Bay Australia is the most detailed study of the ecological role of sharks in the world and that Dean Heithaus has been involved in the production of more than a dozen natural history documentaries, including for National Geographic, PBS, and Discovery's Shark Week, and has hosted a National Geographic Channel television series.

Video: The Stakes, the Work

Dean Heithaus explained that resilience is the ability to withstand challenges or bounce back quickly if you face a setback, adding that in environmental resilience, communities and infrastructure have to be resilient in the face of environmental challenges and changes and that environments, which are resilient in the face of human challenges, are needed. He remarked that the environment underlies the economy in both the local and global level, noting that transformative change can be achieved when environmental sustainability is at the forefront of thinking economically. Dean Heithaus commented that as the world becomes increasingly entrenched in artificial intelligence (AI) and big data, students will need to be trained very broadly across disciplines.

Dean Heithaus announced that the Chaplin School of Hospitality and Tourism Management will launch their Global Sustainable Tourism degree in the fall, adding that students of the program will become knowledgeable in environmental challenges and how to solve them while creating economic opportunity in harmony with the environment. He commented that the University's STEM (Science, Technology, Engineering, and Mathematics) Transformation Institute transforms classroom, programmatic and institutional education practices across disciplines to meet the national need for qualified STEM professionals.

Dean Heithaus remarked on the communities that have been disproportionately disadvantaged through time and suffer the most in the face of environmental challenges, stating that environmental justice is critical to achieving long term solutions. He commented on resource scarcity and environmental disruption around the world, and in terms of diversity, equity, and inclusion, he mentioned the University's focus on ensuring that faculty and students are supported and are reflective of the community.

Dean Heithaus indicated that the Robert Stempel College of Public Health and Social Work is ranked number five nationally, irrespective of public/private, for National Institutes of Health (NIH) funding. He invited Trustees to consider the following questions throughout the presentations: what does environmental resilience mean to you?; how can we help?; where are the areas you didn't hear about?; and how can the Board of Trustees help?.

Presentation, Florida Board of Governors Chair Sydney Kitson

Board Chair Colson introduced Chair Kitson, indicating that Chair Kitson is Chairman and CEO of Kitson & Partners, a Florida-based real estate company specializing in the creation and development of master-planned communities and commercial properties. Board Chair Colson explained that in 2006, Chair Kitson completed the historic purchase of Babcock Ranch in Southwest Florida, encompassing more than 91,000 acres, an area five times the size of the island of Manhattan. Board Chair Colson remarked that over 80% of the original land purchase, some 73,000 acres within Charlotte and Lee counties, has been preserved by the State of Florida and Lee County, in the largest single land preservation agreement in the state's history.

Refer to attachment for Chair Kitson's presentation slides.

Program of Distinction in Environmental Resilience *(Continued...)*

Refer to attachment for presentation slides, presenter bios, and handout(s).

Block 1: Supported by Our Environment

Local solutions for global issues

Presenter: Todd Crawl, Director, Institute of Environment

- Biscayne Bay
 - What happens to our economy if it dies?
 - What we are doing/can do to save it?
- Water quality for all
 - Everglades - setting the water quality standards to protect our drinking water and the ecosystem
 - Centers of Research Excellence in Science and Technology (CREST) – detecting and stopping toxins entering the environment
- World leaders in restoration of ecosystems and the services they provide for people
- Sea Level Rise – forecast and preparing for the future

International Water

Presenter: Elizabeth Anderson, Associate Professor, Department of Earth and Environment

- Our international water programs have brought clean water solutions, education and training to the developing world with more than \$78M in funding
- The United Nations Educational, Scientific and Cultural Organization (UNESCO) Chair in Water Security and Gender Equality is addressing threats to water security around the world

Oceans

Presenter: Heather Bracken-Grissom, Assistant Director, Coastlines and Oceans, Institute of Environment

- Deepwater Horizon Oil Spill
 - Devastation
 - FIU research response and impacts
 - Our efforts will be the first step of many in closing the huge knowledge gap that exists in the deep-sea and we will continue to work hard to implement real change that can be rolled out in policy and ocean protection

Oceans

Presenter: Jim Fourqurean, Director, Coastlines and Oceans, Institute of Environment

- Marine experts solving local and international problems including
 - Seagrasses and mangroves that support fisheries, protect from storms, and provide billions in economic value
 - Fisheries and protection of key species
 - Aquarius – critical partnerships, science, training, and international visibility

In response to Trustee Marc D. Sarnoff, Dean Heithaus referred Trustees to a net that was on display, adding that similar nets are provided to vessels and yachts around the world in order to collect water samples for FIU for the subsequent analysis for microplastics. Dr. Crowl commented that, at the local level, analytic chemistry is being used to understand how plastics are affecting human and sea life health and remarked on the start of a citizen science program where individuals can submit pictures through an APP for the purposes of documenting and identifying where the largest accumulations of plastics are found which then allows for targeted clean-up efforts.

Block 2: Resilience in the Face of the Storm

Are you ready for Cat 6?

Presenter: Rich Olson, Director, Extreme Events Institute

- We are engaging in research, training, and applications to reduce disaster losses
- Improve risk management in the United States and throughout the Western Hemisphere
- Assist National Hurricane Center (NHC) Storm Surge Unit to forecast oncoming storm effects
- Developing next era of predictive technology to prepare for more intense and destructive climate extremes

Designing the Future

Presenter: Atorod Azizinamini, Director, Institute for Coastal Infrastructure

- Engineering solutions for challenges faced by aging infrastructure
- Only federally funded and designated center in the country focused on developing advanced bridge engineering solutions
- We develop innovative and economical technologies for the creation of resilient and sustainable communities

Building the Future

Presenter: Marilys Nepomechie, Associate Dean, College of Communication, Architecture + The Arts (CARTA)

- Green design
- Sustainable design
- Historic preservation
- Community collaborations

External video messages

Break

Video: Partnerships and Impact

Block 3: Your Health Depends on It

Health and the Environment

Presenter: Tomas Guilarte, Dean, Robert Stempel College of Public Health and Social Work

- Environmental effects on your brain and health
 - Searching for low-cost solutions that could impact some of the greatest public health crises of our time
- Ensuring mental health in the face of disaster
- Stopping tropical diseases

Forensic Solutions

Presenter: Julian Mendel, Assistant Director, the International Forensic Research Institute (IFRI)

- Disrupting wildlife trafficking to stop spread of disease
- Innovation in forensics that can improve detecting on environmental contaminants
- Dogs and drones for food security
- Dogs to detect affected areas, COVID-19

In response to Board Vice Chair Roger Tovar's inquiry regarding the research on lead exposure in children, Dean Guilarte explained that it has been discovered that a nutrient that is in the human diet can perform the function of the protein in the brain in making neurons healthy. Dean Guilarte remarked that, in preclinical animal models, it has been found that the deficit has been reversed in animals after continual exposure and that a recent \$3.4M grant will allow further work to continue in order to demonstrate that the exposure will also enhance learning performance.

Block 4: Building an Inspiring Future

Environmental Finance

Mario Loyola, Director, Environmental Finance Program

- First environmental finance program of its kind
- Increasing resilience against the major environmental challenges identified in the state's mitigation action plan
- Large-scale hub devoted to innovative financial modeling, environmental law and the regulatory frameworks and methods for disaster preparedness, risk transfer, adaptation, and resilience
- Conservation in a financially responsible manner

A New Era of Opportunity

Greg Reis, Assistant Professor, Knight Foundation School of Computing and Information Sciences

- A resilient and innovative workforce leveraging AI, big data, and sensors
- Innovation for more environmentally responsible manufacturing and corporations

Video: An Inspiring Future: The people, the places, the species

Summary/Closing/Q&A

Presenter: Dean Heithaus

- What is needed?
 - Staying the course
 - Enhanced coordination
 - Creating a shared vision
 - Investments in faculty, staff, students and the infrastructure to support them
- FIU's legacy
 - Sustainable vibrant economy and community with healthy ecosystems

In response to Board Chair Colson, Dean Heithaus remarked that a council comprised of environmental directors and deans will lead the national effort to develop a ranking system and added that FIU has a seat on the council's executive committee and thereby will be at the forefront of those discussions. Board Chair Colson requested that the Board receive additional information regarding the applicable rankings in addition to the program's trajectory over the last five (5) years. In response to Board Chair Colson, Professor Crowl commented that FIU works collaboratively with other institutions within the SUS, highlighting the Florida Climate Institute as an example of how FIU and UF both serve as co-directors of the institute.

In response to Trustee Sarnoff, Mr. Loyola remarked on efforts that ensure that risks are not being over-forecasted and thereby possibly lead to increases in insurance premiums. Professor Crowl commented on a forthcoming analysis which demonstrates that the restoration of mangroves can lead to 25% less physical and monetary damage to the surrounding residential structures. Trustee Donna J. Hrinak inquired as to convergence research, commending the program's multi-disciplinary approach and remarked on the importance of pursuing environmental education in the K-12 system. Professor Olson explained that convergence research should be considered problem and solution, not discipline-based research. He added that convergence research also moves away from the decades-old siloed research and responds to what the National Science Foundation (NSF) and others are now insisting upon, which is team science and team research.

In response to Trustee Leonard Boord, Professor Crowl mentioned that the NSF awarded FIU a \$3.5M grant to build a computer center that would allow the University to combine all of its multi-modal spatial data in order to understand how landscapes have changed across South Florida, including the Everglades. Professor Crowl added that this work is being accomplished with the expertise of other programs, such as computer science and electrical engineering. He remarked on the recent Knight Foundation announcement and how the award may allow for collective shared resources that provide expertise in machine learning and AI. In response to Board Chair Colson, Vice President for Information Technology Robert Grillo pointed out that five (5) FIU faculty members are piloting the AI ML with UF's NVIDIA.

In response to Trustee Chanel T. Rowe's inquiry regarding the grant to study inequitable impacts of storms on minority and marginalized communities, Professor Olson commented that the key is to follow on from the research to solutions that are relevant and feasible to the populations in those communities. Professor Crowl commented that the University utilizes a collaborative approach

where input from the communities is sought and that the resulting message is then communicated to the policymakers.

Break.

College of Law

Board Chair Colson introduced FIU College of Law Dean Antony Page, who is the third dean of the FIU College of Law in May 2018. Board Chair Colson remarked that Dean Page is an expert in contract and corporate law and has taught a wide range of courses including contracts, corporations, sales, mergers and acquisitions, international law, and international securities regulation, adding that Dean Page's scholarly works have been published in high-impact journals such as the Michigan Law Review, Emory Law Journal, Stanford Social Innovation Review and Boston University Law Review, and have been cited by numerous courts, including several State Supreme Courts and the United States Supreme Court.

Refer to attachment for presentation slides, presenter bios, and handout(s).

History and mission

Presenter: Jose Gabilondo, Professor, Associate Dean for Accreditation and Reporting

Program of Legal Education

Presenter: Dean Page

Community engagement

Presenter: Michelle Mason, Faculty Administrator and Interim Senior Associate Dean for Clinical Education

University and international engagement, results

Presenter: Dean Page

Video: Graduates' Comments

***U.S. News & World Report* rankings**

Presenter: Dean Page

Strategic investment return on investment

Presenter: Jose Gabilondo

Student selectivity and diversity

Presenter: Michelle Mason

Improving reputation and outcomes, costs

Presenter: Dean Page

Q&A

In response to Board Vice Chair Tovar, Dean Page remarked that the College of Law is made up, generally, of over 90% in-state students. In response to Board Vice Chair Tovar, Provost Furton confirmed that seven faculty hiring lines were already approved but that an additional line can likely be accommodated. Trustee Boord mentioned that technology, providing the example of smart contracts, can lead to opportunities and innovation, laying the foundation for the College to enhance its reputation. In response to Trustee Rowe, Associate Dean Mason remarked on the College's services to the community, specifically collaborations with NeighborhoodHELP and workshops focused on employment and labor issues. Responding to Trustee Rowe regarding the College's career services, Dean Page pointed out that first year students are required to meet with a career counselor after their first semester. Associate Dean Mason added that the College's faculty created a law firm externship placement program.

In response to Trustee Armas, Associate Dean Gabilondo indicated that FIU is the public institution with the highest percent of Hispanic students in the nation. Further responding to Trustee Armas, Associate Dean Mason mentioned that despite the lack of diversity in the law profession, FIU's College of Law is one of the most diverse schools in the country. Trustee Cesar L. Alvarez commented that the level of student maturity is one of the College's greatest assets. In response to Trustee Joerg Reinhold, Dean Page stated that while the College of Law does not have courses related to coding, students are exposed to other cutting-edge topics such as blockchain. Associate Dean Gabilondo further added that the College must bolster its marketing efforts to highlight its work and programs, such as the certificate program on intellectual property.

Herbert Wertheim College of Medicine (HWCOM)

Refer to attachment for presentation slides, presenter bios, and handout(s).

Session 1

- Introduction
Presenter:
 - Robert Sackstein, MD, Senior Vice President for Health Affairs; and Dean, HWCOM
- HWCOM Strategic Plan
Presenter:
 - Dr. Joe Leigh Simpson, MD, Professor of Obstetrics and Gynecology; and Professor of Human and Molecular Genetics
- Student Affairs/ Student Success
Presenters:
 - Adrian L. Jones, Associate Dean of Student Affairs; and Assistant Professor, Department of Humanities, Health, and Society
 - Evan Ales, HWCOM MD/PhD Student

- Medical Education

Presenters:

- Carolyn Runowicz, MD, Executive Associate Dean for Academic Affairs and Professor
- Vivian Obeso, MD, Associate Dean for Curriculum and Medical Education Associate Professor

In response to Trustee Armas, Sr. VP/Dean Sackstein explained that while there is no official ranking relating to the United States Medical Licensing Examination (USMLE) scoring, he approximates that HWCOM ranks among the top 15%, taking into account the standard deviation. Sr. VP/Dean Sackstein added that the USMLE program will change score reporting for Step 1 to reporting only a pass/fail outcome.

Session 2

- Green Family Foundation NeighborhoodHELP

Presenters:

- David Brown, MD, Interim Chair and Associate Professor of the Department of Humanities, Health and Society; and Chief of Family and Community Medicine
- Andres Rodriguez, MD, Assistant Professor, Department of Humanities, Health, and Society

- Research

Presenters:

- Charles Dimitroff, MD, Executive Associate Dean for Research; Professor, with Tenure, Department of Translational Medicine; and Director, Translational Glycobiology Institute
- Michael Paez, Chief Administrative Officer

- Graduate Medical Education

Presenter:

- Robert Levine, MD, Chair, Department of Emergency Medicine and Critical Care; Associate Dean of Graduate Medical Education; and Professor

In response to Trustee Armas, Sr. VP/Dean Sackstein commented that HWCOM has and continues to make significant contributions to grant acquisitions throughout the entire institution.

Session 3

- Marketing

Presenter:

- Ileana Varela, Director of Media and Community Relations

- HWCOM Clinical and Community Affairs
Presenter:
 - Yolangel Hernandez-Suarez, MD, Associate Dean for Clinical and Community Affairs; and Associate Professor
- HealthCare Network (HCN)
Presenter:
 - Eneida Roldan, MD, Chief Executive Officer, FIU HealthCare Network; Associate Dean, International Affairs; Associate Dean, Master in Physician Assistant Studies Program; and Professor, Department of Pathology
- Office of Diversity, Equity, Inclusivity, and Community Initiatives
Presenter:
 - Dean Sackstein for Cheryl L. Holder, MD, Interim Associate Dean for Diversity, Equity, Inclusivity, and Community Initiatives; and Associate Professor
- Budget
Presenter:
 - Sonia Benitez, Senior Associate Dean for Finance and Administration

Closing and Q&A

In response to Board Chair Colson, Sr. VP/Dean Sackstein mentioned that HWCOM must form partnerships in order to be at the forefront of advances in medical therapeutics and to fuel the capability of the highest forms of medical care in the community. Further responding to Board Chair Colson, Sr. VP/Dean Sackstein added that with the absence of a hospital, HWCOM does not have access to grateful patient dollars that fuel the large amount of the research budget at universities that have medical schools.

In response to Trustee Armas, Sr. VP/Dean Sackstein explained that the future of rankings rests on reputation, stating that once HWCOM is able to publish the numbers on its COVID-19-related work, this will garner the reputation that is merited. For future presentations, Trustee Armas requested greater detail regarding HWCOM's marketing investments and related return on investment. In response to Trustee Armas, Associate Dean Benitez commented that the national average for medical student debt is \$207,000 and that HWCOM's average for 2020 was \$201,000. Further responding to Trustee Armas, Sr. VP/Dean Sackstein added that New York University leads in this area given that endowments allow students to study with no tuition payment.

In response to Trustee Natasha Lowell, Sr. VP/Dean Sackstein remarked on one possible strategy to overcome budgetary constraints, which is by identifying a primary partner that can help HWCOM leverage the possibility of costs for medical education in the hospital setting. Board Vice Chair Tovar requested that HWCOM develop a plan related to rankings, specifically where HWCOM is currently ranked, what is attainable, and the pathway to achieve it. In response to Board Vice Chair Tovar, Sr. VP/Dean Sackstein commented that HWCOM received initial accreditation by the ACGME as a Sponsoring Institution to develop its first graduate medical education residency

program, indicating that postgraduate education is at the core for universities that are highly ranked in primary care. Further responding to Board Vice Chair Tovar, Sr. VP/Dean Sackstein pointed out that HWCOM is on track to finalize the filling of three (3) vacancies within the leadership team.

Board Chair Dean C. Colson adjourned the Workshop of the Florida International University Board of Trustees on Friday, March 19, 2021 at 4:18 PM.

DRAFT



PROGRAM OF DISTINCTION IN ENVIRONMENTAL RESILIENCE

PANEL MEMBERS

BOARD OF TRUSTEES WORKSHOP



MICHAEL HEITHAUS, PH.D.

Dean, College of Arts, Sciences & Education
Department of Biological Sciences

Mike Heithaus is dean of the College of Arts, Sciences & Education and professor in the Department of Biological Sciences at Florida International University. Previously, he served as executive director of the School of Environment, Arts and Society and director of the Marine Sciences Program.

A marine ecologist, Heithaus specializes in predator-prey interactions and the ecological importance of sharks and other large marine species. His research leverages a number of cutting-edge technologies, including drones and animal-borne cameras, to unravel the mysterious lives of hard-to-study marine creatures. His work in Shark Bay Australia is the most detailed study of the ecological role of sharks in the world. Working with several prominent non-governmental organizations, it has been used as the underpinning for affecting positive policy changes. He has authored or co-authored more than 175 peer-reviewed journal articles, multiple book chapters and co-edited four books on the biology of sharks and their relatives. Heithaus currently serves on the ZooMiami Foundation Board of Directors. He is an Explorers Club fellow, member of the Science Advisory Committee for Pew Environment's Global Shark Program, and is an inaugural member of the Academy of Science, Engineering and Medicine of Florida board of directors. He has co-written two high school science textbooks and is an author on national K-8 science programs.

Prior to joining FIU, Heithaus was a scientist at Mote Marine Laboratory's Center for Shark Research. He also worked with National Geographic's Remote Imaging Department where he conducted studies using their "Crittercam." Heithaus has been involved in the production of more than a dozen natural history documentaries, including for National Geographic, PBS, and Discovery's Shark Week, and has hosted a National Geographic Channel television series. He has dedicated his career to bringing the excitement of scientific exploration and discovery to audiences of all ages and is frequently sought out by the media. He received a B.A. in Biology from Oberlin College in 1995 and completed his Ph.D. at Simon Fraser University in 2001.



ELIZABETH ANDERSON, PH.D.

College of Arts, Sciences & Education
Department of Earth and Environment
Institute of Environment

Elizabeth Anderson has dedicated her career to studying the critically important headwaters of the Amazon River. She is principal investigator of several different collaborative initiatives across South America, including Rios Vivos Andinos or the Living Rivers Project, which focuses on the importance of free-flowing rivers

to humans and entire ecosystems. With support from the MacArthur Foundation, the project is improving river management through region-wide collaboration by connecting the experts on the rivers — the people who live, work and rely on them — to scientists, government authorities and local conservation partners. Anderson has received three Fulbright Scholar Awards for research in Costa Rica, Peru and Colombia.



ATOROD AZIZINAMINI, PH.D.

Chair, Department of Civil and Environmental Engineering
College of Engineering and Computing
Institute of Environment

Atorod Azizinamini is the Chair of the Department of Civil and Environmental Engineering at FIU.

Azizinamini came to FIU from the University of Nebraska-Lincoln, where he was a Distinguished College of Engineering Professor and the Director of the National Bridge Research Organization. A specialist in bridge engineering and expert in the field of accelerated bridge construction, he has been instrumental in facilitating the use of advanced materials and technologies in bridges by educating professional engineers and conducting major research studies. His patented "Folded Plate Girder" system provides a cost-effective solution for replacing deficient short span bridges, which account for the majority of the 650,000 bridges in the U.S. bridge inventory.

Additionally, when Congress established the second strategic highway research program (SHRP 2) in 2006 with \$232M funding to advance the nation's transportation infrastructure, the Transportation Research Board of the National Academy of Sciences identified three topics in the bridge engineering area. Azizinamini is the principal investigator leading one of the three initiatives (SHRP2 R19A), with an objective of developing technologies for bridges with 100+ years of service life. As part of his multi-million dollar project, Azizinamini is developing the most comprehensive guide worldwide entitled "Guide for Bridges for Life," for enhancing the service life of bridges. This guide is expected to have long-lasting effects on how bridges are designed, constructed and maintained.

Azizinamini holds a B.S degree in Civil Engineering from the University of Oklahoma and a Ph.D. degree from the University of South Carolina in 1985. He is a registered professional engineer in several states. He has carried out numerous research studies in the Structural Engineering field and has published more than 200 journal papers, books, and technical articles.



HEATHER BRACKEN-GRISSEM, PH.D.

Assistant Director, Coastlines and Oceans Division,
Institute of Environment
College of Arts, Sciences & Education
Department of Biological Sciences

Heather Bracken-Grissom has dedicated her career to uncovering the deep mysteries of the ocean. Her research focuses on the evolution of marine invertebrates with an emphasis on decapod crustaceans. She uses morphological and molecular techniques to address questions related to their relationships, origins, biogeography, biodiversity, ecology, taxonomy and conservation.

Bracken-Grissom has worked on NSF's Decapod Tree of Life project, is first to identify an unknown species of monster larva and was part of an international team that captured first-ever video of a giant squid in U.S. waters. She is assistant director of the Coastlines and Oceans Division in FIU's Institute of Environment and is the North American governor for The Crustacean Society. And now, she will be forever immortalized by a newly discovered species of hermit crab in the Gulf of Mexico that has been named after her by her Ph.D. adviser from the University of Louisiana at Lafayette.



TODD CROWL, PH.D.

Director, Institute of Environment
College of Arts, Sciences & Education
Department of Biological Sciences

Todd Crowl is the Director of the FIU Institute of Environment, one of the university's preeminent programs. He joined FIU in 2014 and has been leading the institute through incredible growth over the past six years. Since 2016, Crowl has been the principal investigator at FIU for CREST CACHe, an NSF-

funded project focused on aquatic chemistry and water contamination and has led the Institute of Environment into partnering with a number of universities and prestigious organizations, both nationally and abroad. He has presented important solutions to environmental threats to the White House and other decision-makers.

Crowl's research interests include aquatic ecosystems and urban stream ecology. As Co-PI of the Luquillo Puerto Rico LTER, he has spent the last 25 years looking at energy flow between the riparian zone and the streams draining the rainforest. Other projects he leads include the role of introduced fish on native fish communities in western US lakes and the role of urbanization on sustainable freshwater resources.

Prior to joining FIU, Crowl worked as a postdoctoral fellow at University of Otago before taking on a faculty position at Utah State University. In addition to being a professor of quantitative ecology at Utah State, Crowl was also the director and lead PI of the iUTAH EPSCoR program, where he worked to improve and maintain water sustainability in Utah.

Crowl has published more than 60 peer-reviewed articles over the course of his career. He received his BS in Biology at The Ohio State University and his MS and PhD in Zoology at the University of Oklahoma.



JAMES FOURQUIREAN, PH.D.

Director, Coastlines and Oceans Division, Institute of Environment
College of Arts, Sciences & Education
Department of Biological Sciences

James Fourqurean is one of the world's foremost experts on seagrass ecosystems and one of the lead scientists in the International Blue Carbon Working Group. Fourqurean also serves as a scientific representative to the International Blue Carbon Policy Working Group. These Carbon Policy working groups have been

successful in bringing the importance of carbon cycling in coastal ecosystems for climate change mitigation into the spotlight and helped influence the inclusion of coastal ecosystems into national greenhouse gas inventories. Fourqurean serves as the director of the Coastlines and Oceans Division in FIU's Institute of Environment and president of the Coastal and Estuarine Research Federation, the world's largest association of scientists and resource managers whose work concentrates on the coastal environment.

As a marine and estuarine ecologist with special interest in benthic plant communities and nutrient biogeochemistry, Fourqurean and his students have extensively used seagrass ecosystems as models for addressing general ecological questions. A member of the FIU faculty since 1993, Fourqurean helped lead an effort to save Aquarius Reef Base, the world's only underwater research laboratory. Today, FIU owns and operates the facility under Fourqurean's direction. Fourqurean received a bachelor's degree, master's degree and Ph.D. from the University of Virginia.



DR. TOMÁS R. GUILARTE, PH.D.

Dean, Robert Stempel College of Public Health & Social Work
Professor, Environmental Health Sciences;
Professor, Cognitive Neuroscience & Imaging;
Director of the Brain, Behavior and the Environment Program—
FIU Emerging Preeminent Program;
Member, Biomolecular Sciences Institute

Tomás R. Guilarte joined FIU after serving as the inaugural Leon Hess Professor and Chairman of the Department of Environmental Health Sciences at Columbia University Mailman School of Public Health in the City of New York. Prior to Columbia University, he received his doctorate and spent three decades as professor and researcher in the Department of Environmental Health Sciences at the Johns Hopkins University Bloomberg School of Public Health. In 2018, he was inducted into the prestigious Johns Hopkins University Society of Scholars. In the same year, the Hispanic Organization of Toxicologists honored Guilarte as the recipient of the Distinguished Toxicologist Award, which celebrates a toxicologist of Hispanic origin for his or her outstanding professional achievements, excellence in research, and service to the Society of Toxicology. In 2019, he was recognized by NBC as Top 20 Hispanic for Hispanic Heritage Month for making a difference in the United States. In 2020, Guilarte was the recipient of the 2020 Metal Specialty Section - Career Achievement Award - from the Society of Toxicology as a result of his outstanding contributions in understanding the neurotoxicology of metals. In 2020, Guilarte was selected for the FIU Top Scholar Award and was inducted into the Academy of Science, Engineering, and Medicine of Florida.

Dr. Guilarte's research explores the impact of environmental pollutants on neurodevelopmental disorders and neurodegenerative diseases. His work uses behavioral, cellular, and molecular approaches, ranging from studies using primary culture of brain cells to the application of brain imaging technologies. He has made seminal discoveries in the molecular and cellular mechanism(s) of heavy metal-induced neurological dysfunction and has been a pioneer in the validation and application of a biomarker of brain injury and neuroinflammation using PET imaging that is used in clinical research centers throughout the world.



MARIO LOYOLA, J.D.

Director, Environmental Finance & Risk Management,
Institute of Environment
College of Arts, Sciences & Education
College of Law

Mario Loyola is a research assistant professor and director of the Environmental Finance and Risk Management Program in the Institute of Environment. He also teaches environmental law courses at the College of Law and advises law students on environment-related matters. Loyola has worked on environmental policy and regulatory issues for many years, both in and out of government. He is a former associate director for regulatory reform at the White House Council on Environmental Quality and has also served at the Pentagon and on Capitol Hill as counsel to the U.S. Senate Republican Policy Committee and as a senior advisor to Sen. Ben Sasse of Nebraska. Loyola is a fellow at the Competitive Enterprise Institute, and has published extensively in National Review, The Atlantic and the Wall Street Journal, in addition to academic and policy journals. He also has been a fellow at the Texas Public Policy Foundation, Wisconsin Institute for Law and Liberty, and the Foundation for Defense of Democracies. He received a B.A. in European History from the University of Wisconsin and a JD from Washington University School of Law.



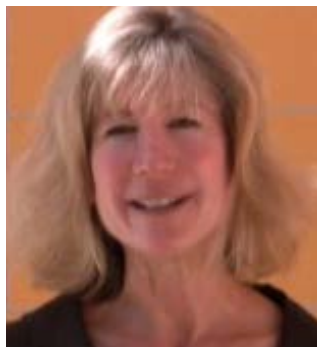
JULIAN MENDEL, PH.D.

Assistant Director, International Forensic Research Institute
College of Arts, Sciences & Education
International Forensic Research Institute

Mendel holds a B.S. in Zoology from the University of the West Indies Jamaica, M.S. in Forensic Science and a PhD in Biology both from FIU. He is experienced in molecular biology techniques, sample collection and DNA applications. His dissertation focused on the metabolomic analysis of laurel wilt disease progression in avocado trees, and

canine olfaction for early detection (Laurel Wilt Disease: Early Detection through Canine Olfaction and "Omics" Insights into Disease Progression).

Mendel has experience using bioinformatic tools such as machine learning with both 'omics' data as well as soil microbial profiles. Having completed both regional and national NSF ICORPS, with technology developed at FIU, Mendel also has experience with commercializing research, and he continues to work part time with StartUP FIU to assist faculty with the same. He now serves as the Assistant Director of the International Forensic Research Institute and is a Research Assistant Professor at FIU.



MARILYS R. NEPOMECHIE, M. ARCH.

Associate Dean for Strategic Initiatives and
Professor of Architecture
College of Communication, Architecture + The Arts
Institute of Environment

Marilys R. Nepomechie is associate dean for Strategic Initiatives and professor of Architecture in the College of Communication, Architecture + The Arts at FIU. A registered architect, her writing, research, urban design, and building projects focus

on the cultural, social, and environmental contexts of design. Included in the archives of the U.S. National Building Museum, the work of her practice has been honored with numerous professional and academic awards, national and international exhibition, and wide publication. Her design work, in collaboration with FIU Professor Marta Canavés, ASLA, has earned a National Honor Award in Urban and Regional Design—the highest distinction bestowed by the national chapter of the American Institute of Architects.

As Principal Investigator, Nepomechie has received research grants from the U.S. Department of Energy and the National Renewable Energy Laboratory, the Graham Foundation for Advanced Studies or the Graham Foundation for Advanced Studies in the Fine Arts, the American Institute of Architects, the Andrew W. Mellon Foundation | Wolfsonian-FIU, the Cejas Family Foundation and others. At the International Architecture Biennale Rotterdam, she was an invited curator, exhibitor, and presenter on the subject of coastal urban development in Miami, Florida, and Havana, Cuba. Nepomechie was co-curator of the exhibition La Habana moderna, 1902-1959 at the Phillip and Patricia Frost Art Museum. Nepomechie is author of the AIA Guide to MIAMI | Building Paradise: An Architectural Guide to the Magic City, and editor of the bilingual Bienal Miami + Beach 2001-2005: A Retrospective.

Inaugural Director of the accredited professional program in Architecture at FIU, Nepomechie was lead faculty advisor for the award-winning FIU 2011 Solar Decathlon project and she served as faculty advisor in architecture to the joint THU-FIU Solar Decathlon China 2013 effort. She has served on the Editorial Review Board of Architectural Record and on the National Board of the AIA 2030 Commitment. Nepomechie holds a Master of Architecture from the Massachusetts Institute of Technology and has been inducted to the AIA College of Fellows.



RICHARD S. OLSON, PH.D.

Director, Extreme Events Institute
Steven J. Green School of International and Public Affairs
Department of Politics and International Relations

Richard Olson is director of both the Extreme Events Institute and the International Hurricane Research Center at FIU. Olson has been involved in disaster response, research and evaluation for more than 20 events starting with the 1972 Managua, Nicaragua earthquake. Others include the 1976 Guatemala earthquake; 1985

earthquakes in Chile and Mexico City; 1985 volcanic eruption and 1994 earthquake and landslide in Colombia; 1998 Hurricane Georges in the Dominican Republic and Hurricane Mitch in Honduras and Nicaragua. He subsequently organized field research teams following the Chile and Haiti earthquakes of 2010. Asked to select three single or co-authored article publications that he enjoyed writing the most, Dr. Olson chose (1) "Toward a Politics of Disaster: Losses, Values, Agendas, and Blame," International Journal of Mass Emergencies and Disasters (2000); (2) "From Disaster Event to Political Crisis: A '5C+A' Framework for Analysis," International Studies Perspectives (2010); and (3) "From Disaster Risk Reduction to Policy Studies: Bridging Research Communities," Natural Hazards Review (2020). Dr. Olson received his B.A. degree from the University of California, Davis in 1967, an M.A. degree from UCLA in 1968, and a Ph.D. in 1974 from the University of Oregon. He spent 1965-1966 at the University of Madrid and 1968-1969 as a Fulbright student in Colombia.



GREGORY REIS, PH.D.

Knight Foundation School of Computing and Information Sciences
College of Engineering & Computing
Institute of Environment

Gregory Reis received his Ph.D. degree in Computer Science at FIU in 2018, and his Master's degree in Systems Engineering and his Bachelor's degree in Computer Science from the Federal University of Lavras, Brazil, in 2014 and 2012, respectively. He completed his Ph.D. as a Science without Borders fellow, sponsored by federal

agencies NSF, ONR, CAPES, and LASPAU (Harvard University).

With sixteen years of experience in teaching, Reis has taught Mathematics and Computer Science courses for several undergraduate programs and schools. Moreover, he has experience in early, elderly and special education. In his career, Reis has mentored over thirty students, including high school teachers and undergraduate and master's students in several programs, such as Science without Borders's Summer Research Program, NSF's Research Experience for Undergraduates (REU) and NSF's Research Experience for Teachers (RET).

Dr. Reis's current research interests are centered on the challenges of marine robotics and STEM Education. Key problems he has addressed so far include: localization and navigation of aquatic robots in GPS-denied environments, analysis of the spatio-temporal dynamics of the ocean, persistent monitoring of the ocean and artificial intelligence applied to precision agriculture and welfare of poultry. Reis has also served as the Robotics Coach for the Ultimate Software Academy for Computer Science Education for over two years, teaching professional development courses in robotics and coding for K-12 teachers in the Miami-Dade County Public Schools (M-DCPS). He is currently working on curriculum development and robots design for K-12 education.

Reis has published several papers in conferences and journals, having been awarded TOP 20 best papers in several conferences around the world.



COBRA

Detector dog

FIU's International Forensic Research Institute

Cobra is a 7-year-old Belgian Malinois from Mexico. Bred from a lineage of detector canines used to sniff out drugs and explosives, Cobra joined FIU in 2015 as the university's elite detector dog. As part of FIU's International Forensic Research Institute, she was originally trained to detect laurel wilt in avocado trees, a highly lethal disease spread by an invasive beetle. By providing early detection for the silent and hard-to-detect killer, her highly perceptive nose has helped save countless trees throughout South Florida's economically important avocado industry. Following the success of the laurel wilt detection program, Cobra spent part of 2018 in Hawaii successfully searching for a different fungus that was attacking the island state's iconic ohia trees. Since the start of the COVID-19 outbreak, Cobra has refocused her skills to sniffing out COVID on surfaces in a variety of rooms including classrooms, auditoriums and offices. Her skills were recently put on display, along with two other dogs, at the Emergency Operations Center in Tallahassee. Today, Cobra spends her days, alongside her main trainer and handler Lourdes Edlin, searching rooms on campus helping to keep the FIU community healthy and safe.



COLLEGE OF ARTS, SCIENCES & EDUCATION

STATS AT A GLANCE

Dean and Professor, Department of Biological Science, Mike Heithaus

STUDENTS

5,566 Degrees awarded
in 2019-2020

5,032 Bachelor's Degrees **14** Specialist Degrees
445 Master's Degrees **75** Doctoral Degrees

3,600

First Generation
undergraduate students
Fall 2020



2,832 newly enrolled students | **17,314** Fall 2020 headcount | **513,772** Student credit hours

FACULTY/ DEGREES & PROGRAMS/ PROFESSIONAL EDUCATION

610
faculty
members.

(353 ranked faculty)



41 Patents awarded
2018-2020

35 Patent applications filed
2020-2021 YTD

5,037 Articles published
2019

185 Books published
2019

RESEARCH GRANTS/BUDGET

Total college budget

\$154 Million.

E&G Revenue **\$94.8 million**

Contracts and Grants **\$45.9 million**

Auxiliary Revenue **\$11.3 million**

Philanthropy **\$2 million**



COMMUNITY ENGAGEMENT



Institute of Environment — In collaboration with local and international partners, efforts in the FIU Institute of Environment have led to expanded protections for endangered species; improved sanitation and access to clean water in developing countries; increased community resilience across the globe; and adaptive management of terrestrial, freshwater, coastal and marine resources.

Citizen Science — CASE offers a variety of opportunities for citizens to engage in and contribute to research projects including sea level solutions, recreational fish ecology, health of Biscayne Bay and documenting the Coconut Grove tree canopy.

Education Outreach — Making FIU's research accessible to audiences around the world, the CASE Education Outreach team hosts camp programs, community engagement activities and virtual learning experiences. The college also offers K-12 tutoring through its Homework Helpers program and year-round, school-based after school programs for middle school students.

Center for Children and Families — With a team of more than 30 of the nation's best researchers and clinical experts, CCF is transforming the way we treat child and adolescent mental health disorders. The center delivers state-of-the-art clinical services to more than 3,000 families each year and provides training through academic programs and continuing education opportunities. In partnership with Miami-Dade County Public Schools and The Children's Trust, CCF has trained more than 6,000 local teachers, contributing to improved classroom experiences for students and educators alike.

RANKINGS



#1 university where students can make a difference in the climate crisis - College Magazine 2021

#2 nationally for return on investment (Online Early Childhood Education degree) - OnlineU 2021

#9 in the world for positive impact on Life Below Water - Times Higher Education World University Impact Rankings 2020

#35 Environment/Ecology - U.S. News & World Report 2020*

#35-47 Psychology - QS World University Rankings 2020*

#36-45 Oceanography - Academic Ranking of World Universities 2020*

#38-49 Environmental Sciences QS World University Rankings 2020*

#40-41 Education - Times Higher Education World University Rankings by Subject 2020*

#41-48 Ecology - Academic Ranking of World Universities 2020*

#46 Psychology - U.S. News & World Report 2020*

A+ rating on program diversity (undergraduate elementary teacher preparation) -

National Council on Teacher Quality 2021

A rating on admissions requirements (undergraduate elementary teacher preparation) - National Council on Teacher Quality 2021

A+ rating for exemplary coursework (undergraduate elementary teacher preparation) - National Council on Teacher Quality 2020

*Among U.S. Public Universities



ACCREDITATION



Biology Education (BS)- Council for the Accreditation of Educator Preparation (CAEP)

Chemistry - American Chemical Society (ACS)

Chemistry Education (BA) - Council for the Accreditation of Educator Preparation (CAEP)

Counselor Education (MS) School Counseling track - National Council for Accreditation of Teacher Education (NCATE); Council for Accreditation of Counseling and Related Educational Programs (CACREP)

Counselor Education (MS) Clinical Mental Health Counseling and Rehabilitation track - Council for Accreditation of Counseling and Related Educational Programs (CACREP)

Early Childhood Education (BS) ESOL and Reading Endorsement track only - Council for the Accreditation of Educator Preparation (CAEP)

Earth Science Education (BA) - Council for the Accreditation of Educator Preparation (CAEP)

Educational Leadership (MS) - National Council for Accreditation of Teacher Education (NCATE)

Elementary Education (BS) ESOL and Reading Endorsement track only - Council for the Accreditation of Educator Preparation (CAEP)

English Education (BA) - Council for the Accreditation of Educator Preparation (CAEP)

Exceptional Student Education (BS) ESOL and Reading Endorsement track only - Council for the Accreditation of Educator Preparation (CAEP)

Forensic Science - Forensic Science Education Programs Accreditation Commission (FEPAC)

Mathematics Education (BA) - Council for the Accreditation of Educator Preparation (CAEP)

Psychology - American Psychological Association, Commission on Accreditation (APA)

Physics Education (BA, BS) - Council for the Accreditation of Educator Preparation (CAEP)

Physical Education (BS) - Council for the Accreditation of Educator Preparation (CAEP)

Professional Training Option - (Minor in Education) - Council for the Accreditation of Educator Preparation (CAEP)

Reading/Literacy Education (MS) - National Council for Accreditation of Teacher Education (NCATE)

School Psychology (EdS) - National Association of School Psychologists (NASP); National Council for Accreditation of Teacher Education (NCATE)

*All CAEP/NCATE-accredited programs also have Florida Department of Education approval.



COLLEGE OF LAW

PANEL MEMBERS

BOARD OF TRUSTEES WORKSHOP



ANTONY G. PAGE

Dean and Foundation Professor of Law

Antony Page, Dean and FIU Foundation Professor of Law, earned his J.D. with distinction from Stanford Law School, where he was elected to the Order of the Coif. He also holds an M.B.A. from Simon Fraser University and a B. Comm from McGill University. Following law school, he clerked for Judge Hupp at the U.S. District Court, Central District of California, and Judge Alarcon, U.S. Court of Appeals for the Ninth Circuit. His international professional experience includes private practice in the London and L.A. offices of New York-based law firm Sullivan & Cromwell, and as a diplomat in the Canadian Foreign Service, serving in Thailand, Laos, and Myanmar. Before joining FIU Law in 2018, he was the Vice Dean and a Professor of Law at the Indiana University Robert H. McKinney School of Law.

Dean Page is an expert in contract and corporate law and has taught a wide range of courses including Contracts, Corporations, Sales, Mergers & Acquisitions, International Law, and International Securities Regulation. His scholarly works have been published in high-impact journals such as the Michigan Law Review, Emory Law Journal, Stanford Social Innovation Review and Boston University Law Review, and have been cited by numerous courts, including several State Supreme Courts and the United States Supreme Court. Recently the Connecticut Supreme Court in *State v. Holmes* described one of his publications as a “landmark article.” He has also received numerous teaching and service awards.



CHRISTOPHER B. CARBOT

Assistant Dean for Administration and Strategic Initiatives,
Director of Recruitment

Christopher Carbot is responsible for managing the daily operations, strategic initiatives, and operational goals for the College of Law, as well as the Legal Studies Institute and Juris Master program. He also serves as the College of Law's Director of Recruitment.

Mr. Carbot earned his B.A. cum laude in English from FIU before returning to FIU to receive his Juris Doctorate cum laude from the College of Law, where he served as Editor-in-Chief of the FIU Law Review. He previously served as a law clerk to the Honorable Vance E. Salter of the Florida Third District Court of Appeal, and to the Honorable Jonathan Goodman of the United States District Court for the Southern District of Florida. He also practiced law at the Greenberg Traurig law firm, where his practice focused on appellate and trial support matters.



JOSÉ GABILONDO

Associate Dean for Accreditation & Reporting Professor of Law

Born in Santiago de Cuba, José Gabilondo (A.B. Harvard; J.D. University of California (Berkeley)) teaches banking law, corporate finance, and tax at the FIU College of Law, where he also serves as associate dean for accreditation and reporting. He has worked in financial market regulation at the U.S. Securities and Exchange Commission, the Office of the Comptroller of the Currency, the U.S. Department of the Treasury, and the World Bank. He is the author of *BANK FUNDING, LIQUIDITY AND REGULATORY CAPITAL* and lead author of *CORPORATE FINANCE: DEBT, EQUITY, AND DERIVATIVE MARKETS AND THEIR INTERMEDIARIES* in the American Casebook Series. His work has appeared in the *Harvard Latinx Law Review*, the *Journal of Corporation Law*, *Wake Forest Law Review*, *Catalejos*, and *UNIJuris* (Cuba), among others. His recent articles have defended the Federal Reserve's post-crisis transformation into a market maker of last resort and examined stress-testing by banking organizations. He is a nationally recognized commentator in the Spanish-language media on financial and economic matters.



MICHELLE D. MASON

Associate Dean for Enrollment,
Senior Associate Dean for Experiential Learning

Senior Associate Dean Mason joined FIU Law as founding Associate Dean for Admissions and Student Services in 2001. Prior to joining FIU Law, Mason worked at Phillips Exeter Academy, Seton Hall Law School and Vermont Law School. Mason has taught in the FIU Steven J. Green School of International & Public Affairs and currently, has been designated as a Faculty Fellow by the FIU Honors College. In 2016, the Department of Humanities, Health and Society at the Herbert Wertheim College of Medicine provided Mason with a secondary appointment as Faculty Administrator.

Civic engagement is a common thread in Mason's work. Summer 2019, Dean Mason founded the FIU Law Path to the Legal Profession initiative, a pipeline program for minority, first-generation, and students traditionally underrepresented in the program. Recognition for her work includes being named as a National Institute for Teaching Ethics and Professionalism Fellow, one of South Florida's Top 50 Most Powerful Black Professionals, selection to attend the Harvard Kennedy School Executive Education "Art and Practice of Leadership Development" program, designation as the Florida Bar's Law Faculty Professionalism Award recipient and received recognition from the *Daily Business Review* as one of the Top 20 Women in Law.

Dean Mason earned both her B.A. and J.D. from Rutgers, The State University of New Jersey. Dean Mason is licensed to practice law in N.J.




COLLEGE OF LAW

STATS AT A GLANCE

Dean and FIU Foundation Professor of Law, Antony Page




STUDENTS

558 
degree-seeking
students overall

Median LSAT/GPA:

158 (25th-75th percentiles: 156-159);

3.65 (25th-75th percentiles: 3.35-3.78).

65% 

of our students are
underrepresented
minorities in law.

57% female

1st graduating
class 2005 with
51 students.

RANKINGS

Diversity: **#3** nationally, faculty (*Princeton Review*);
#4 nationally, faculty **#6** nationally, students (*USNWR*).

Best Overall Value: **#11** nationally (*National Jurist*).

USNWR: **#48** among public law schools, and in the
top 50 of public law schools for the part-time division, and the
international law, legal writing, and constitutional law programs.

FACULTY/ DEGREES & PROGRAMS/LEGAL EDUCATION

**38 faculty
members**

(21 tenured; 17 lecturers).



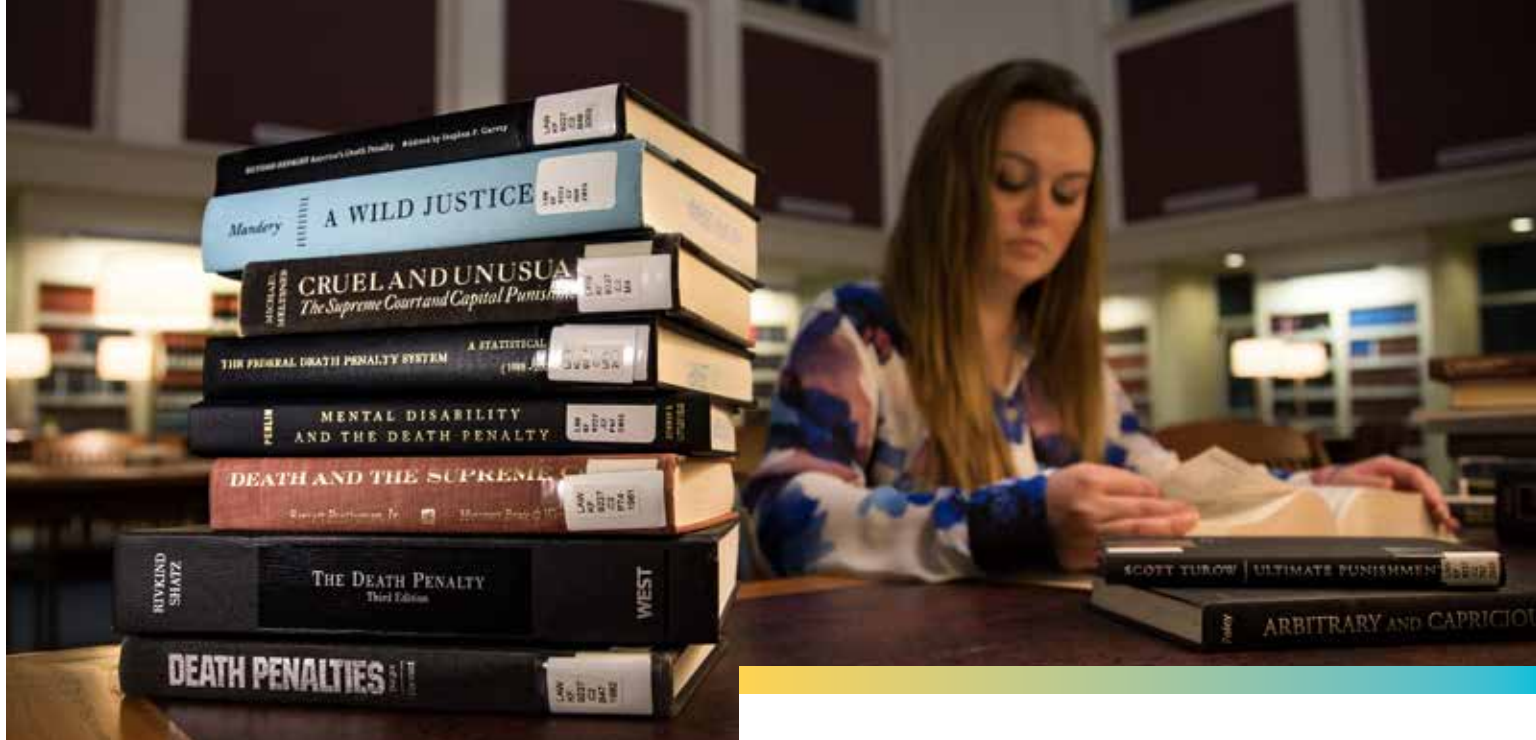
Degrees: JD; LLM; JM; and nine
joint JD degrees (MBA; MIB; MPA;
MSW; MS Environmental Studies;
MS Criminal Justice; MS
Psychology; MS Construction
Management; MA Latin American
and Caribbean Studies). The
College also offers a non-degree
paralegal certificate program.

JD degree includes a minimum of **6** credits of
experiential learning, with opportunities in more
than **15** clinics, partnerships, and programs.



**Bar passage: #1 statewide,
first-time bar pass**
(FL Brd of Bar Examiners)

#2 nationally, bar exam over-performance,
#12 nationally, unadjusted pass rates (ABA).



ACCREDITATION

Fully accredited

by the American Bar Association
with the next accreditation visit in
2026-2027.



OPERATING BUDGET

FY 21 budget

\$18.3 Million.



Net Tuition & E&G Revenue **\$14.1 million**

Performance Funds **\$2.2 million**

Auxiliary Revenue **\$1.6 million**

Philanthropic Revenue **\$0.4 million**

COMMUNITY ENGAGEMENT

FIU Law Practice: since 2017, provided a range of
**services to more than 350 low-
and moderate income families,**
including those identified through collaboration
with FIU Embrace.

Students provided **31,652 hours
of volunteer legal services**
to Floridians in AY '19-'20.





HERBERT WERTHEIM COLLEGE OF MEDICINE

PANEL MEMBERS

BOARD OF TRUSTEES WORKSHOP



ROBERT SACKSTEIN, MD, PHD
Senior Vice President for Health Affairs
Dean, Herbert Wertheim College of Medicine

Robert Sackstein, M.D., Ph.D., serves as the second Dean of the Herbert Wertheim College of Medicine at the Florida International University (FIU) and the Senior Vice-President of the FIU Academic Health Center. He is a world-renowned bone marrow transplant physician and biomedical researcher. He was born in Havana, Cuba, and immigrated to Miami, FL, where he attended Miami public schools. He received his undergraduate degree (in Biology) from Harvard College, Summa cum Laude, and his M.D. and Ph.D. (in Immunology) degrees from Harvard Medical School, where he also received the James Tolbert Shipley Prize for outstanding research. He then completed internal medicine training and fellowships in immunology and hematology at the University of Miami, and received the Young Investigator Award for Excellence in the Field of Hematology from the International Society for Experimental Hematology. Dr. Sackstein is an authority in stem cell-based “regenerative” medicine, immunology, and glycobiology, and his research efforts have defined how cells in blood flow migrate to target tissues. In particular, he is widely recognized for developing a platform technology known as “glycosyltransferase-programmed stereosubstitution” (GPS) for steering the trafficking of intravenously administered cells directly to sites of tissue injury or cancer, a necessary first step in achieving the promise of regenerative therapeutics and of adoptive cell immunotherapy. Before coming to FIU, he served as a Bone Marrow Transplant Physician at the Massachusetts General Hospital, the Brigham and Women’s Hospital, and the Dana-Farber Cancer Institute, and held dual-appointment Professorships (in the fields of Medicine and Dermatology) at the Harvard Medical School. Moreover, he served as the Director of the Program of Excellence in Glycosciences at Harvard Medical School, and the Co-director of the Harvard Center for Glycoscience.

In addition to his appointments at FIU, Dr. Sackstein is an Emeritus Professor at Harvard Medical School, he is on the International Scientific Advisory Board of the Wallenberg Center for Regenerative Medicine (University of Lund, Sweden), is the Chairperson of the Advisory Board for the Spanish National Network for Regenerative Medicine, and is a member of the Scientific Advisory Boards of the Scientific Advisory Board of the Josep Carreras Leukaemia Research Institute and the Bellvitge Biomedical Research Institute, each located in Barcelona, Spain.



EVAN ALES

HWCOC MD/PhD Student

Evan Ales is HWCOC's first MD/PhD student. He received his undergraduate degree from USF and as a medical student has completed the entire preclinical and a majority of the clinical curriculum at HWCOC, including taking step 1 (licensing examination). Evan has been enrolled as a PhD student in the Sackstein Laboratory for over 6 months, a short time frame that, according to

him, has already impressed a profound edifying transformation. Evan is also a guitarist and plays music for COM events!



DAVID R. BROWN, MD

Interim Chair, Associate Professor of the Department of Humanities, Health and Society Chief of Family and Community Medicine

Dr. David R. Brown is a Fellow of the American Academy of Family Physicians. He oversees the award-winning Green Family Foundation Neighborhood Health Education Learning Program (NeighborhoodHELP), an award winning interprofessional, community-engaging program that integrates social and behavioral care with primary care. He served as founding program director

for the first Herbert Wertheim College of Medicine (HWCOC) graduate medical education program—the West Kendall Baptist Hospital-FIU Family Medicine Residency. He served as chair of the Entrustment Workgroup of Association of American Medical Association Core Entrustable Professional Activities for Entering Residency Pilot. He currently serves as chair of the community advisory board for FIU's National Institute of Health Rapid Acceleration of Diagnostics in Underserved Populations project. Dr Brown's research employs qualitative, mixed, and participatory methods in the study of social determinants of health, competency-based education, population health, COVID-19, and integrating social and behavioral services into health care.



SONIA O. BENITEZ

Senior Associate Dean for Finance and Administration

Sonia Benitez is responsible for developing and overseeing HWCOC's budget process, financial planning, human resources, facilities planning, and information technology. She joined FIU in 2012 as Chief Operating Officer of HWCOC's largest department, the Department of Health, Humanities, and Society. Benitez has over 25 years of financial management experience in both the public and

private sectors, most recently at Our Kids of Miami-Dade/Monroe. She started her professional career at Price Waterhouse. Benitez is a Certified Public Accountant and two-time Panther. She received both of her degrees, a Bachelor of Accounting, and a Master of Science in Taxation from FIU.



CHARLES J. DIMITROFF, PHD

Executive Associate Dean for Research
Professor, with Tenure, Department of Translational Medicine
Director, Translational Glycobiology Institute at
Florida International University

Charles Dimitroff, Ph.D., is a global leader in the study of sugars, known as glycobiology, and is highly motivated to translate glycobiological findings to help cure diseases and improve the overall health of humans. His research

focuses on understanding how sugars or 'glycans' regulate immune and cancer cell functions with the goal of developing new approaches to boost the immune system to fight diseases and to treat cancer progression. As a principal investigator for over 26 years, his efforts have helped identify the nature and impact of glycans on inflammation and cancer, while operating one of the most reputable translational glycobiology programs in the US.

Dr. Dimitroff's administrative duties and laboratory are grounded within the Department of Translational Medicine in the Herbert Wertheim College of Medicine (HWCOC). His laboratory is located in the Translational Glycobiology Institute at FIU (TGIF), in which he serves as its Founding Director, and his studies focus on the glycobiological basis of melanoma progression and adaptive immune response. At the TGIF, he fosters collaborative glycoscience activities in medicine while training the next generation of basic and clinical research scientists in the glycosciences. Furthermore, Dr. Dimitroff serves as the Executive Associate Dean for Research at HWCOC charged with building successful biomedical research programs and providing a first-rate research experience for its doctoral and post-doctoral trainees.



YOLANGEL HERNANDEZ-SUAREZ, MD

Associate Dean for Clinical and Community Affairs;
and Associate Professor

Dr. Yolangel “Yogi” Hernandez Suarez is Founding Vice Provost for Population Health and Well-being at FIU and Associate Dean for Clinical and Community Affairs for Herbert Wertheim College of Medicine (HWCOCM). A physician leader in Miami for over 20 years, Dr. Hernandez-Suarez has held positions in private, public, academic, and hospital settings. Imprinted by her time in the safety net, she has spent her career building value for patients, providers, and learners through public- private partnerships, inclusive practice models, and community relationships. Most recently, Dr. Hernandez-Suarez was Vice President for Clinical Innovation for Conviva Care Solutions, a managed care subsidiary of Humana, Inc. with 250,000 seniors in a full risk model. Born and raised in New York City, she attended Swarthmore College and the Johns Hopkins University School of Medicine. She trained in Obstetrics and Gynecology at the University of Iowa Hospital and Clinics. She holds a Master of Business Administration with specialization in Health Administration and Policy from the University of Miami. Dr. Hernandez-Suarez is a first generation Cuban American whose parents came to New York in 1961. She is married to Dr. Jeffrey D. Simmons. They are the parents of twins, Gabriela and David. David has autism; his journey fuels her unrelenting passion for the inclusion and well-being of special populations.



ADRIAN L. JONES, JD

Associate Dean of Student Affairs and Assistant Professor

Adrian Jones has a long and distinguished career in student affairs. He is currently serving as the Interim Executive Dean for Student Affairs. He previously served as the Associate Dean for Student Affairs and holds a faculty appointment in the Department of Humanities, Health, and Society at the FIU Herbert Wertheim College of Medicine since July 2014. Prior to coming to FIU, he worked as the Assistant Dean for Admissions and Recruitment at Loyola University Chicago, Stritch School of Medicine for seven years. Prior to that he served as the Assistant Dean for Students, Diversity, and Community Relations at the University of Florida, Fredric G. Levin College of Law, and as the Director of Multicultural Affairs and Director of Medical School Admissions and Recruitment at the University at Buffalo School of Medicine and Biomedical Sciences. A recognized leader in student affairs, he has held positions as the admissions representative to the Association of American Medical Colleges (AAMC) Central Group on Student Affairs (CGSA), the AAMC National Committee on Admissions, and the American Medical College Application Service (AMCAS) School Tools Implementation Advisory Committee. Dean Jones earned his B.S. in Psychology at St. Lawrence University in Canton, NY, and his J.D. from the State University of New York at Buffalo School of Law.



ROBERT LEVINE, MD

Chair, Department of Emergency Medicine and Critical Care;
Associate Dean of Graduate Medical Education; and Professor

After graduating from the State University of New York Upstate Medical University, Dr. Levine did residencies in Emergency Medicine and Internal Medicine at Emory University and Albert Einstein College of Medicine respectively. After a critical care fellowship and a research fellowship with Dr. Peter Safar, both at the University of Pittsburgh School of Medicine, Dr. Levine spent most of his career at Baylor College of Medicine and The University of Texas School of Medicine in Houston. Relocating to Miami, he currently serves as the Founding Chair of the Department of Emergency Medicine and Critical Care and the Associate Dean of Graduate Medical Education at the Herbert Wertheim College of Medicine (HWCOCM) at the Florida International University. In this role, Dr. Levine achieved Sponsoring Institution accreditation for HWCOCM to provide graduate medical education and is currently awaiting approval to start FIU-HWCOCM’s first residency program in primary care internal medicine. Dr. Levine’s research in cardiac arrest led to major changes incorporated into the Advanced Cardiac Life Support protocols practiced worldwide. Dr. Levine achieved Fellowship recognition in numerous societies including FACP, FCCM, FACEP, etc. Of his many professional achievements, he takes greatest pleasure in having been awarded the distinction “Hero of Emergency Medicine” by the American College of Emergency Physicians. On a personal level, Dr. Levine loves to teach students at all levels and takes great pride in the generations of medical students, residents, and fellows he has trained that, in turn, have gone on to successful academic and patient-centered careers.



VIVIAN T. OBESO, MD

Associate Dean for Curriculum and Medical Education
Associate Professor

Vivian T. Obeso, MD is Associate Professor of Medicine and Associate Dean for Curriculum and Medical Education at Florida International University Herbert Wertheim College of Medicine (HWCOCM). She earned her medical degree from the University of Miami Miller School of Medicine and completed her residency training in Internal Medicine at Jackson Memorial Hospital. After residency, Dr. Obeso completed a two-year fellowship in Research in Medical Education at the University of Miami Gordon Center, a Center of Excellence in Research in Medical Education. She later became Assistant Director of Clinical Skills training at the Gordon Center where she continued clinical practice, clinical teaching and focused her academic work on simulation, curriculum development and assessment. Dr. Obeso has publications in simulation, multiple computer-based educational programs, and assessment. She is invited yearly to teach at the American College of Physicians annual conference. Dr. Obeso led the development and implementation of the Clinical Skills curriculum and assessment program at FIU Herbert Wertheim College of Medicine (HWCOCM). She has been leading the development and implementation of the Entrustable Professional Activities (EPAs) assessment framework and represents HWCOCM in the AAMC’s Core EPAs for Entering Residency pilot. Dr. Obeso brings expertise in curricular design, simulation, systems of assessment and the transition between undergraduate and graduate medical education.



MICHAEL A. PAEZ
Chief Administrative Officer

Michael Paez is the Chief Administrative Officer at the Herbert Wertheim College of Medicine (HWCOC) at Florida International University (FIU). He joined HWCOC in 2010 and has over 12 years of research administration experience in higher education. His areas of focus include pre- and post-award functions, financial management, human subject research, project management, business operations, strategic planning, strategic initiatives and regulatory compliance at the department level.

Mr. Paez is a two-time FIU alumnus. He received a Bachelor of Science in Health Sciences and Masters of Public Health from the Robert Stempel College of Public Health & Social Work at FIU. In addition, he holds a certificate from the Leadership Education Advancement Program at FIU.



ANDRES RODRIGUEZ, MD
Assistant Professor

Andres Rodriguez, MD, joined the Department of Humanities, Health, and Society as an Assistant Professor in 2018. He teaches clinical skills and leads several case-based learning sessions in multiple subjects engaging medical students in all four years. He participates in the Green Family Foundation Neighborhood Health Education Learning Program (NeighborhoodHELP) as supervising faculty during household visits with a group of interdisciplinary FIU students in underserved communities throughout Miami-Dade County. His clinical responsibilities are at the South Miami Mobile Health Center, where he provides primary care to underserved members of the community. Other responsibilities include Community Medicine Rotation Director for the West Kendall Baptist Family Medicine residency program, academic advisor, and faculty lead for the Anderson Panther Learning Community. As a Miami native and triple Panther (having completed his undergraduate, graduate, and residency training with FIU), Dr. Rodriguez focuses on building partnerships that lead to a healthier South Florida community.



ENEIDA O. ROLDAN, MD, MPH, MBA
Chief Executive Officer, FIU HealthCare Network; Associate Dean, International Affairs; Associate Dean, Master in Physician Assistant Studies Program; Professor, Department of Pathology

Eneida O. Roldan, MD, MPH, MBA is the Chief Executive Officer for FIU HealthCare Network. In this role, Dr. Roldan leads the clinical enterprise that serves the Academic Health Center, FIU campuses and the community. In addition to the CEO role, Dr. Roldan is a Professor, Associate Dean for International Affairs and Associate Dean for the Physician Assistant Studies Program at the Herbert Wertheim College of Medicine (HWCOC). As the Associate Dean for International Affairs, she is responsible for the development of innovative programs across the medical school with international partners and clinical affiliates. As the Associate Dean for the Physician Assistant Studies Program, she is responsible for the strategic direction and leadership support. Dr. Roldan is also currently serving as the Operations Chief and Medical Director for the FIU COVID-19 testing sites, vaccination site and chairs the Healthcare Committee for the FIU Repopulation Task Force. She serves on multiple local, national and FIU campus advisory boards.



CAROLYN D. RUNOWICZ, MD
Executive Associate Dean for Academic Affairs and Professor

Carolyn D. Runowicz, MD is Professor of Obstetrics and Gynecology and Executive Associate Dean for Academic Affairs at Herbert Wertheim College of Medicine (HWCOC). Dr. Runowicz is a nationally and internationally recognized leader in women's health and gynecologic cancer. She has authored more than 200 scientific articles and five books. She has received numerous honors and awards, including the 2018 Distinguished Service Award by the Society of Gynecologic Oncology. She has served in leadership roles in all of the major cancer organizations, including as the first woman president of the Society of Gynecologic Oncologists (2000) and President of the American Cancer Society (2005). She was appointed by President George W. Bush to serve as a member of the National Cancer Advisory Board (NCAB) and subsequently was elected Chair and served for four years. She serves as a role model and mentor for faculty and students.



JOE LEIGH SIMPSON, MD, FACOG, FACMG, FRCOG

Professor

Joe Leigh Simpson, MD, is Professor of Obstetrics and Gynecology; Professor of Human and Molecular Genetics. He was Founding Executive Associate Dean for Academic Affairs at HWCOT 2007-2011. He received his undergraduate and medical education at Duke University (MD, 1968). His residency in Obstetrics and Gynecology and his post-graduate training in Genetics was at The New York Hospital/Cornell University Medical College. Prior to joining the faculty at FIU and HWCOT, he served in the U.S. Army (Major) at Brooke Army Medical Center (San Antonio), and then held academic positions as Professor of Obstetrics and Gynecology at Northwestern University (1975-1986), Professor and Departmental Chairman at University of Tennessee, Memphis (1986-1994) and similarly at Baylor College of Medicine and Texas Medical Center (Houston) (1994-2006). From 2012-2018 he served as Senior Vice President of the March of Dimes, returning to FIU and HWCOT in 2018. Dr. Simpson is certified in Medical Genetics as well as Obstetrics and Gynecology. He has written over 800 articles and chapters and 15 major books in genetics and obstetrics. He has made major contributions in reproductive genetics (genes causing ovarian failure), prenatal genetic diagnosis (accuracy and safety of invasive procedures), preimplantation genetics, and in training reproductive geneticists. He has received research funding from the National Institutes of Health, USAID, Department of Defense, and other organizations. At FIU, he received as Principal Investigator \$1.4 M from the Department of Defense and \$235,000 from HRSA for biosensor research involving faculty collaborators from the College of Engineering and Computing (Biomedical Engineering). Dr. Simpson has been President of six major national/international organizations, including the American College of Medical Genetics and Genomics and the International Federation of Fertility Societies (NGO in official relations with WHO). For a decade he has been active in the Merck Foundation More Than a Mother non-profit initiative, which identifies and trains in vitro fertilization embryologists from every Sub-Saharan African country. He has been a leader in many prestigious research advisory panels, and received multiple national and international awards. He has been a member of the U.S. National Academy of Medicine since 1994.



ILEANA VARELA

Director of Media and Community Relations

Ileana Varela heads the HWCOT's two-person marketing team. She oversees all HWCOT media and public relations and creates content for press releases, news articles, social media platforms, and other marketing materials. And she supervises the website content strategist, who is responsible for updating and maintaining the college website. Ileana works closely with the Division of

External Relations to promote and advance the HWCOT story in alignment with the university's branding. Ileana joined FIU in 2012 after a 25-year career as a television news anchor/reporter. She holds a Master of Science in Marketing and a Bachelor of Arts in Mass Communications.


HERBERT WERTHEIM COLLEGE OF MEDICINE

STATS AT A GLANCE


Dean/Senior VP for Health Affairs, Robert Sackstein, MD, PhD



STUDENTS

484 
degree-seeking
students overall

Mean MCAT score:
512 (Range 501-527).

43% 
of our students are
underrepresented
minorities in medicine.

1st graduating
class 2013 with
43 students.

RANKINGS

HWCOC participated in the US News Medical School Ranking for the first time in 2020. There were 122 medical colleges ranked last year out of 191 total colleges (all others remain unranked). FIU is **#63** of 85 public medical colleges ranked in Primary Care: Family Medicine, Pediatrics, and Internal Medicine (30% of the ranking is based on a 3-year average of the percentage of MD graduates entering primary care residencies).

FACULTY/ DEGREES & PROGRAMS/LEGAL EDUCATION

281 faculty
members



Degrees are offered in Medicine (MD); Combined MD and Professional MBA Degree in Healthcare Management; Combined MD and Master of Public Health (MD/PhD); PhD Program in Biomedical Science; and, Master in Physician Assistant Studies (MPAS).

Medical education includes partnership with clinical sites at **24** medical centers, **50** outpatient clinics, and **33** private physicians.





ACCREDITATION

The Liaison Committee on Medical Education (LCME) awarded accreditation for 8-years with the next accreditation visit in **2025-2026**.



OPERATING BUDGET

Total college budget
\$89.3 Million.



E&G Revenue **\$67.1 million**

DOH NeighborhoodHELP Legislative Appropriation **\$2.4 million**

Contracts and Grants **\$6.8 million**

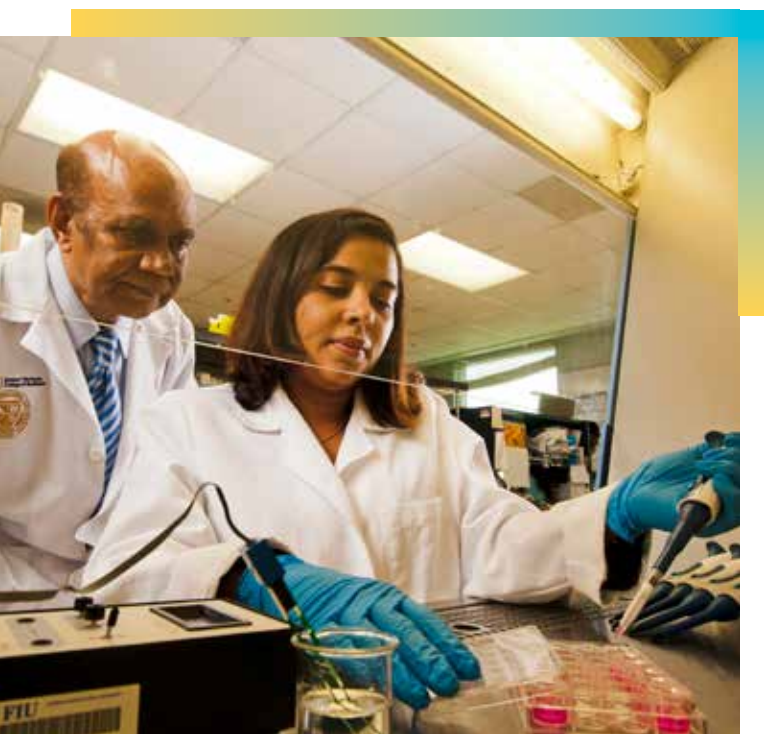
Auxiliaries Revenue **\$8.1 million**

Philanthropy **\$4.9 million**

COMMUNITY ENGAGEMENT

Major program: NeighborhoodHELP - with
\$6.7 Million in funding from the
Green Foundation, Baptist Health,
Braman Family Foundation, NIH, NSF, Blue Foundation,
State of Florida, and the Department of Health.

Student teams have made
over 12,000 underserved
household visits to more than
3,000 patients.





WORKSHOP



Mr. Syd Kitson
Chair, Board of Governors

March 19, 2021
www.flbog.edu



Pillars of Excellence

Performance-based

- All universities participate
- Basic blocking and tackling
- Excellence and continuous improvement
- Retention, graduation rates, degree production, jobs
- Funds allocated based on PBF plan

Preeminence/National Rankings


- Preeminent universities participate
- Focus on national rankings
- Increase research
- Increase endowments thru giving
- World class faculty
- Funds allocated by the Legislature

Universities of Distinction

- Non-preeminent universities participate
- Focus on core competence to build to excellence
- Specific metrics that builds excellence
- Meet current and future workforce needs
- Funds allocated based on metrics determined by the Board of Governors

Section 1001.92 F.S. and Board Regulation 5.001

10 Metrics Focused on:

- 
- Three classical columns are positioned on the slide: one on the left, one in the center behind the list, and one on the right.
- **Retention**
 - **Graduation**
 - **Degree Production**
 - **Jobs**
 - **Affordability**



Performance-based funding - \$20 million

Preeminence/National Ranking - \$75 million

Programs of Distinction - \$50 million

* Performance-based funding would total \$580 million.



Universities of Distinction is a path towards excellence that will produce high-quality talent to diversify Florida's economy, stimulate innovation, and provide a return on investment to the state.

Key Goals:

- ✓ Focus on a core competency unique to the SUS and one that achieves excellence at the national or state level.
- ✓ Meet state workforce needs now and into the future, including needs that may diversify Florida's economy.
- ✓ Foster an innovation economy that focus on areas such as health, security, and STEM.

Universities of Distinction: FIU



Institution	Area	2021-22 Amount Requested	2021-22 FTE Requested	2021-22 Board Request
FIU	Environmental Resilience	\$15.15 M	51 faculty; 10 staff	\$8.4 M

Examples:

- Improve reputation of academic programs
- Coordinate current research efforts & expand abilities to monitor water quality



www.flbog.edu



WORKSHOP

MIKE HEITHAUS

TODD CROWL



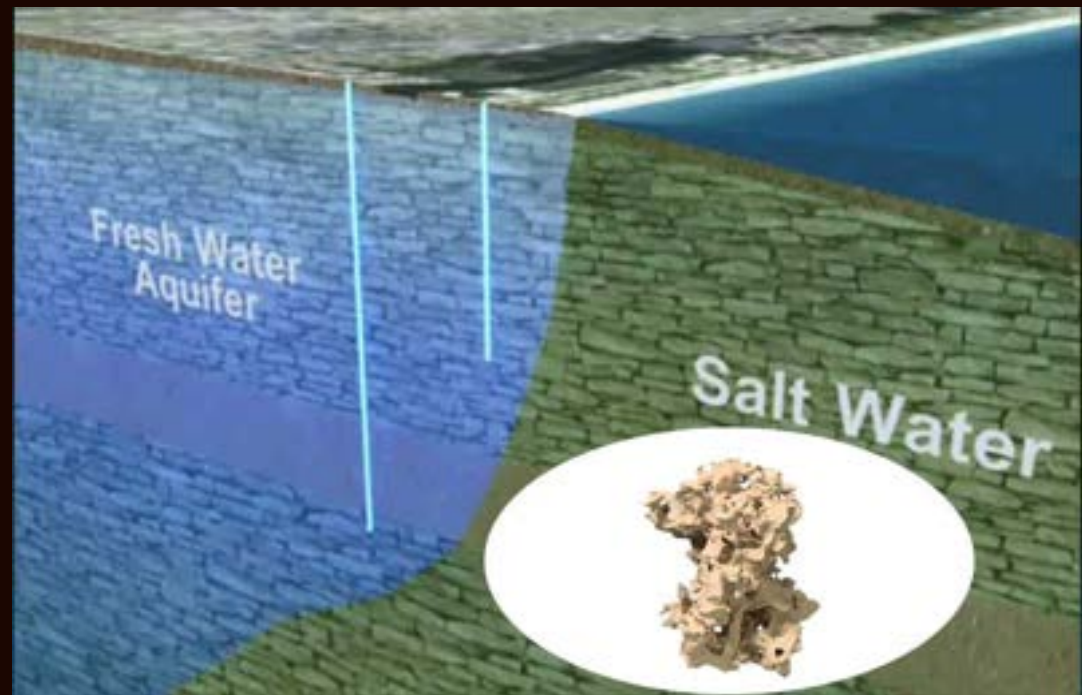
STARBUCKS





Kissimmee-Okeechobee-Everglades Ecosystem





25°0'0"N

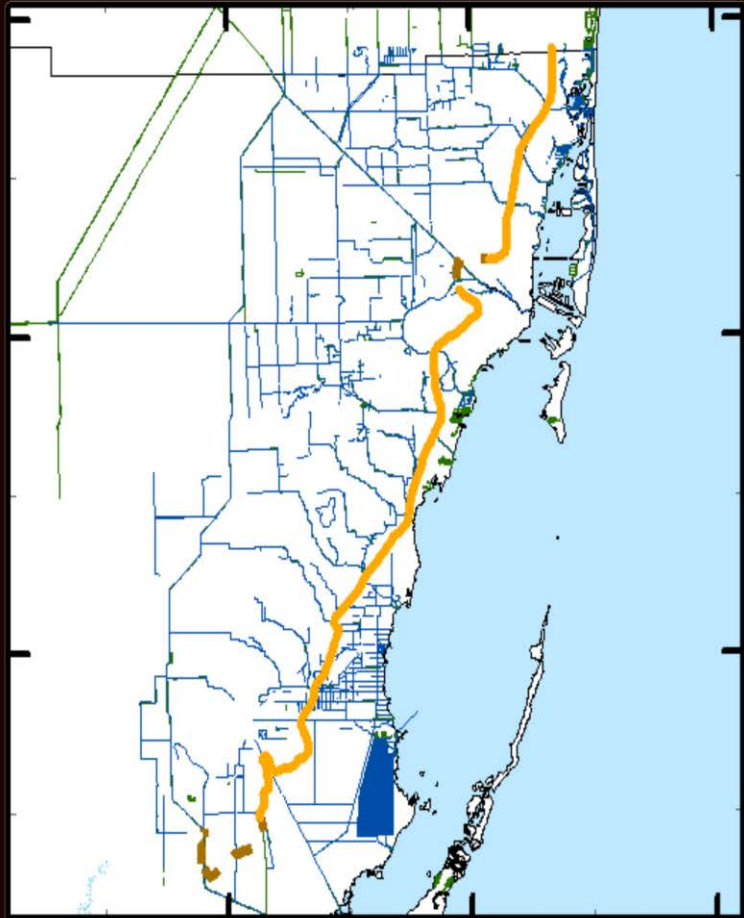
25°45'0"N

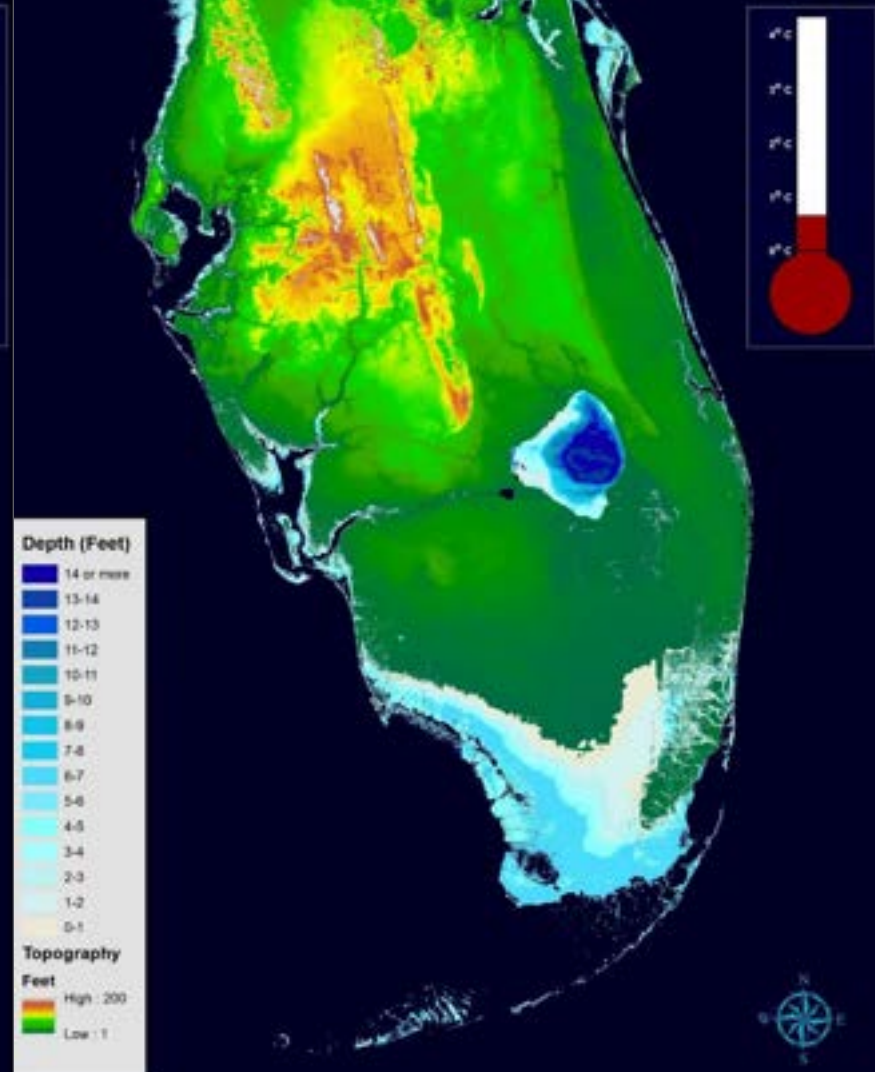
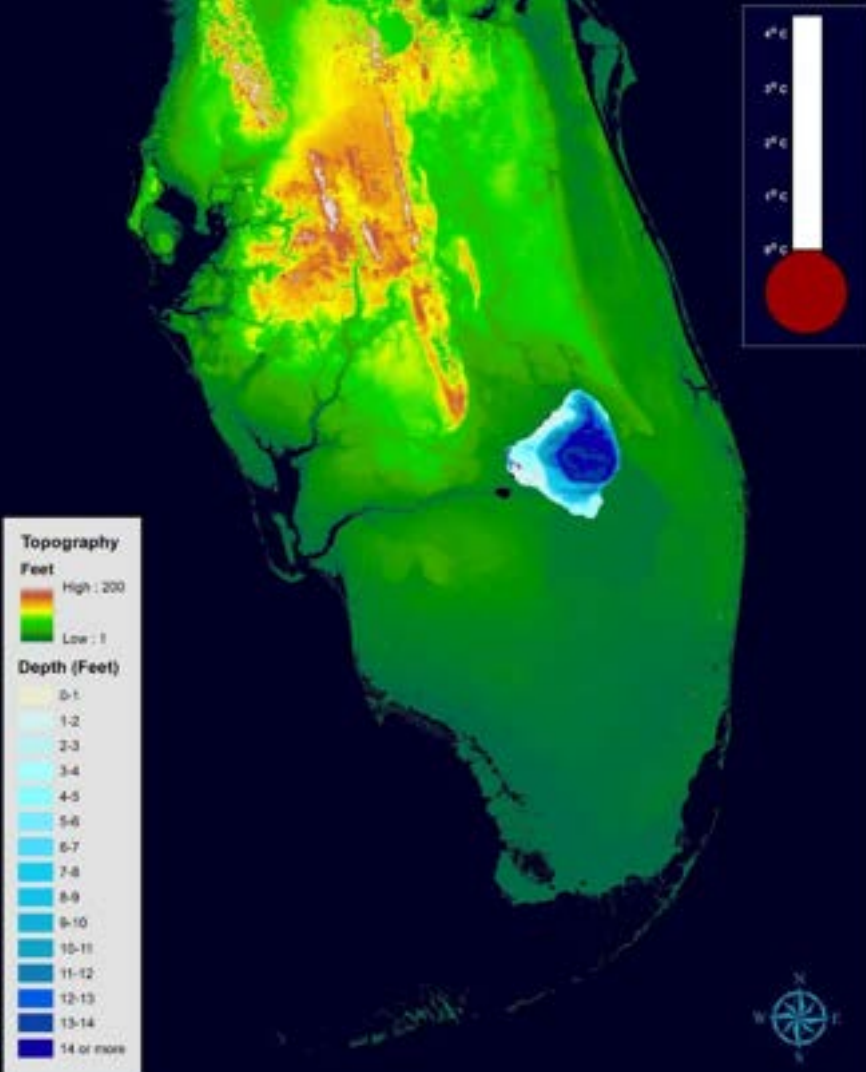
25°30'0"N

80°30'0"W

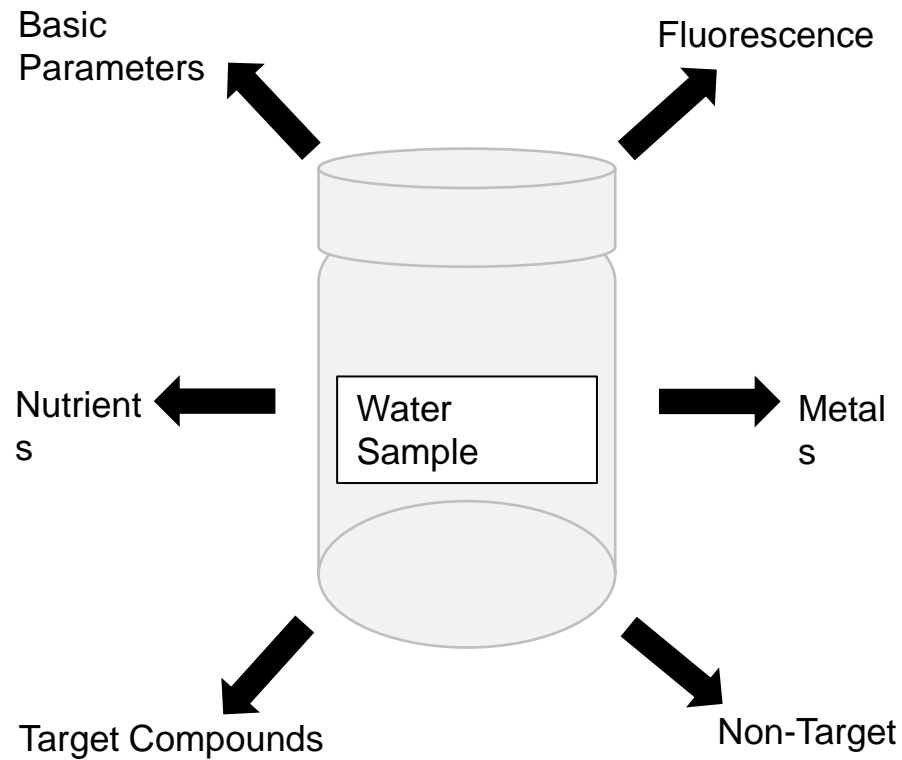
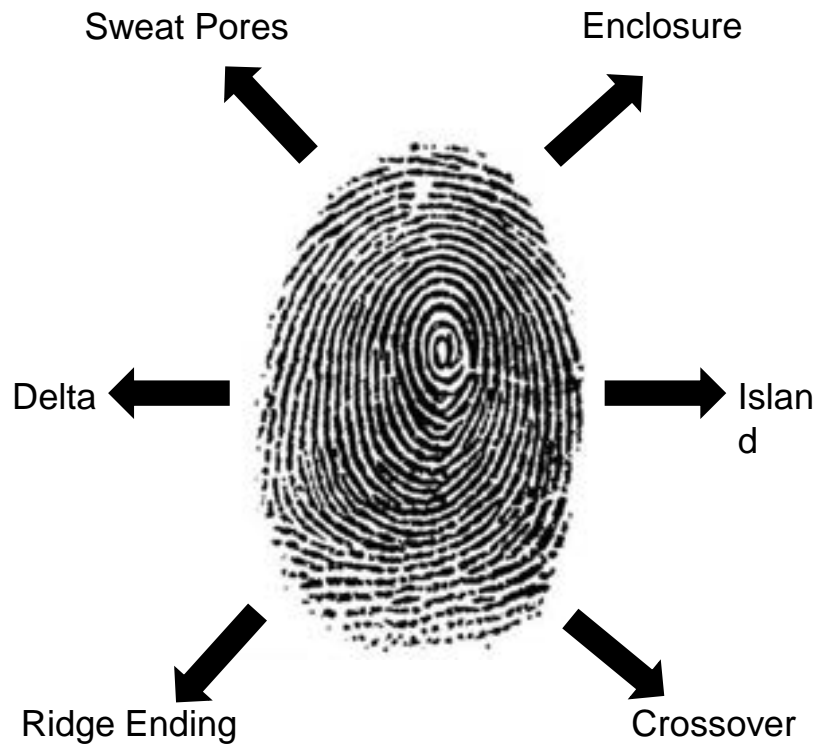
80°15'0"W

80°0'0"W





Map by
Peter W.
Harlem



FIU



ELIZABETH ANDERSON

International Water Programs by the Numbers

23

Countries with FIU
presence in water

Offices in Tanzania, Rwanda,
Burkina Faso, Georgia

\$78M

External Funding

- U.S. Agency for International Development
- The MacArthur Foundation,
The Gordon and Betty Moore
Foundation, Tinker Foundation

87K

People with access
to improved water
and sanitation

40K

People trained in
water-related topics

AWARDS

- UNESCO Chair in Water Security
- 5 Fulbright fellowships to FIU faculty for international water work







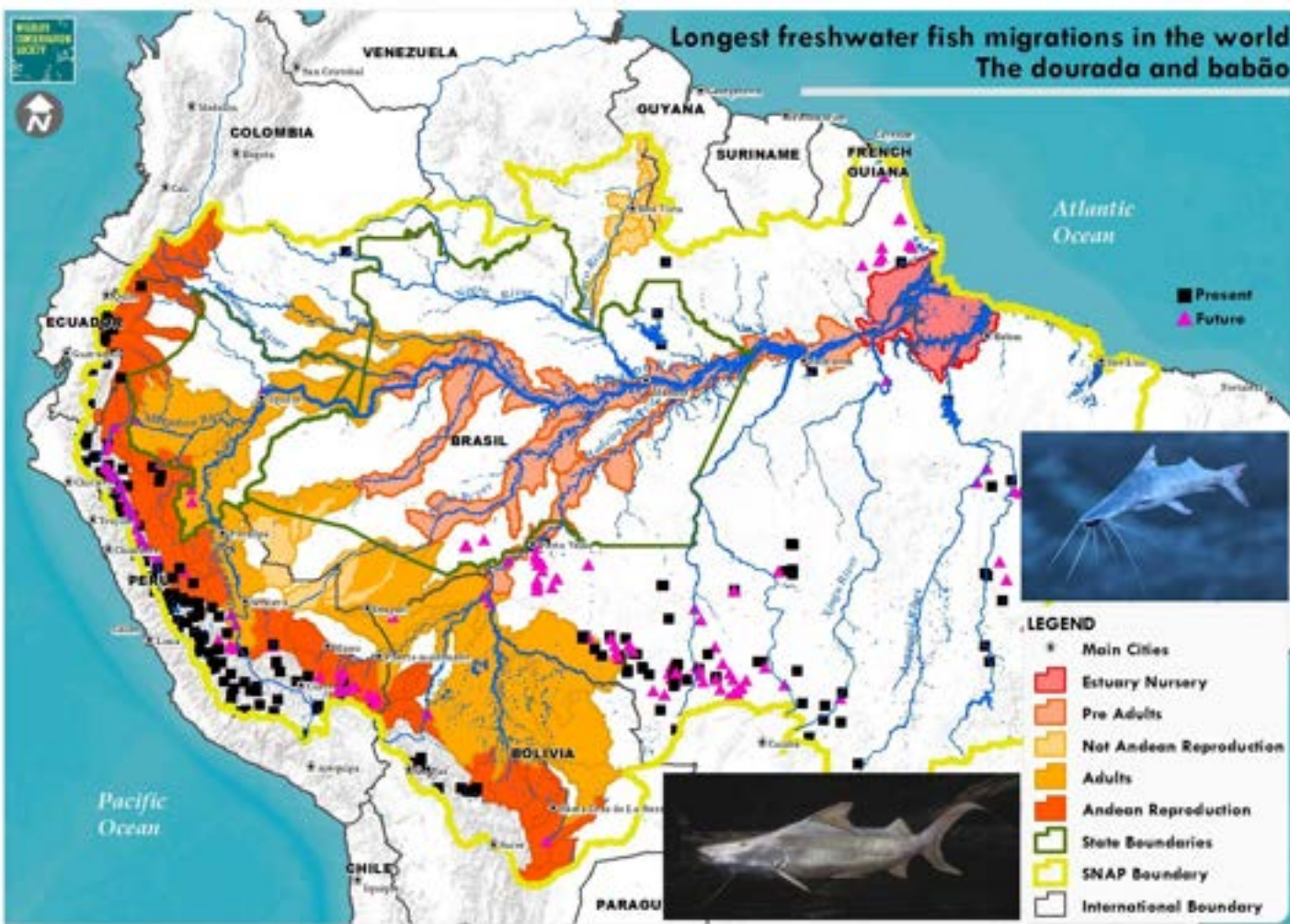








**BRITISH
COPPER RESEARCH
SOCIETY**





Citizen Science for the Amazon

LEADERSHIP TEAM



Tracking fish observations in the Amazon Basin

Download the FREE app:

fieldkit



Revealing fish migration patterns in the Amazon basin

Ictio is a database and a mobile phone app created to register observations of caught fish in the Amazon basin. It was developed as part of the Citizen Science for the Amazon project, which aims to connect citizens in the collection and sharing of information on the most important Amazonian fish species. Its wider objective is for that information to contribute in understanding Amazonian fish migration.

User G

[Español](#)

[Português](#)

[Download](#)





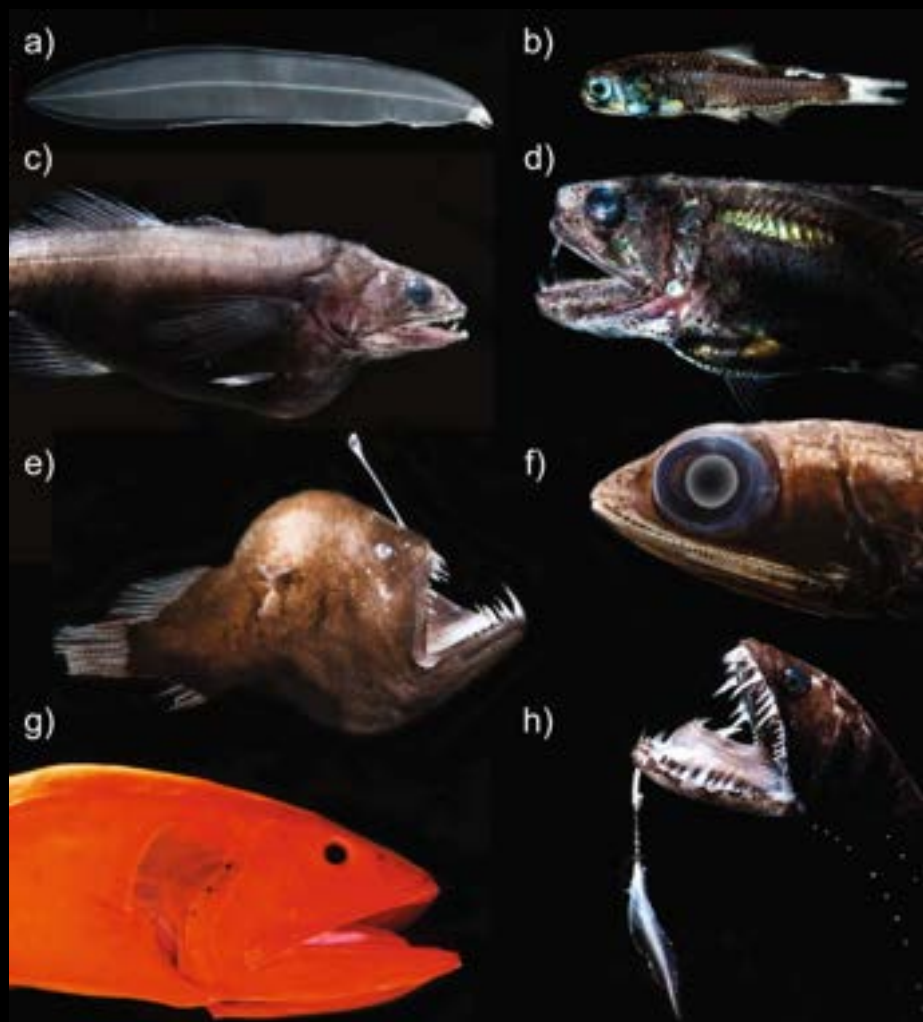


HEATHER BRACKEN-GRISSOM

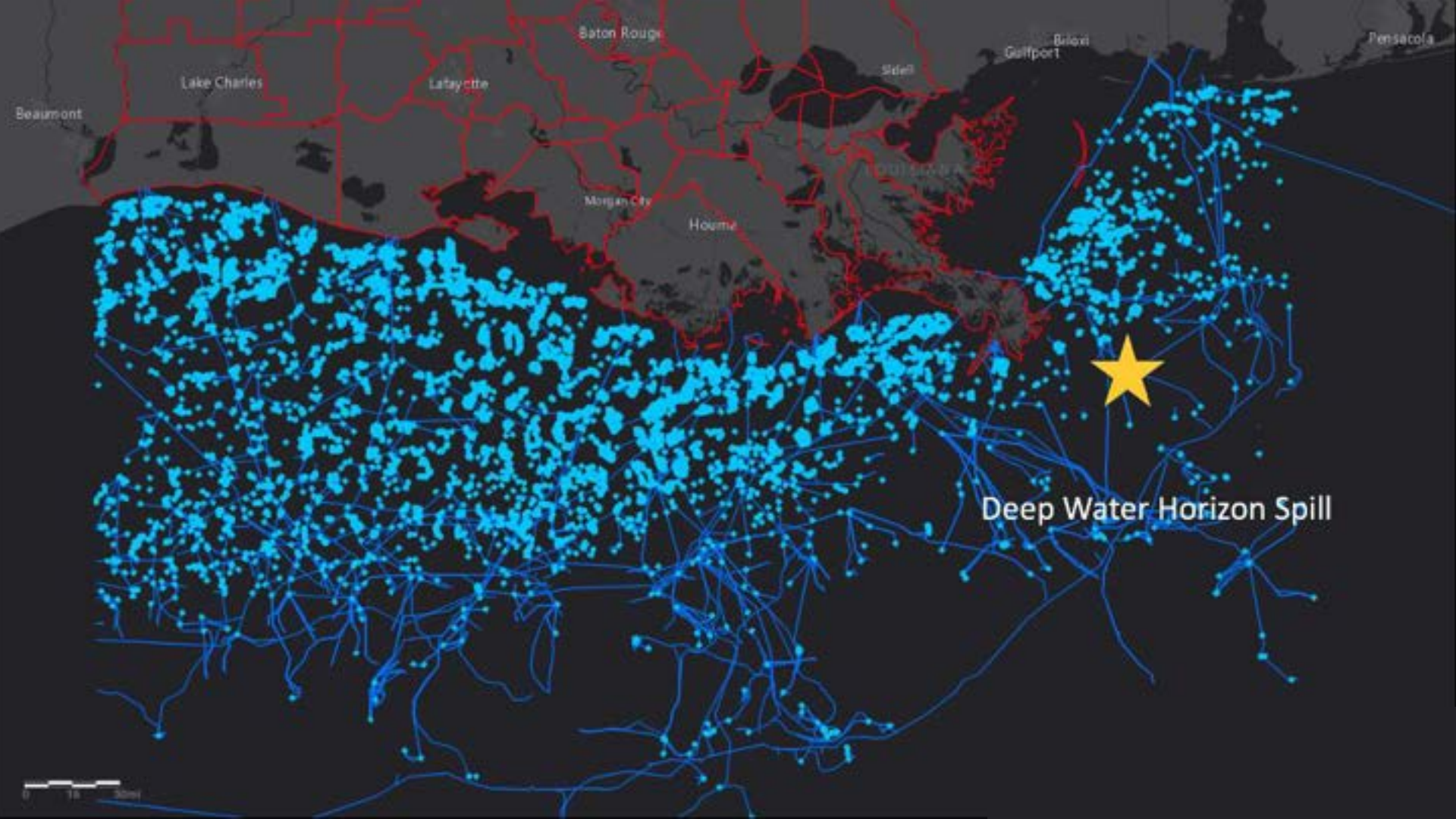














JAMES FOURQUIREAN

CONTRACTS & GRANTS



\$35M

Direct
Expenditures

F&A



\$6M

Costs Generated

PAPERS



250

Refereed
Scientific Literature

GLOBAL



70+

Countries

5

Oceans





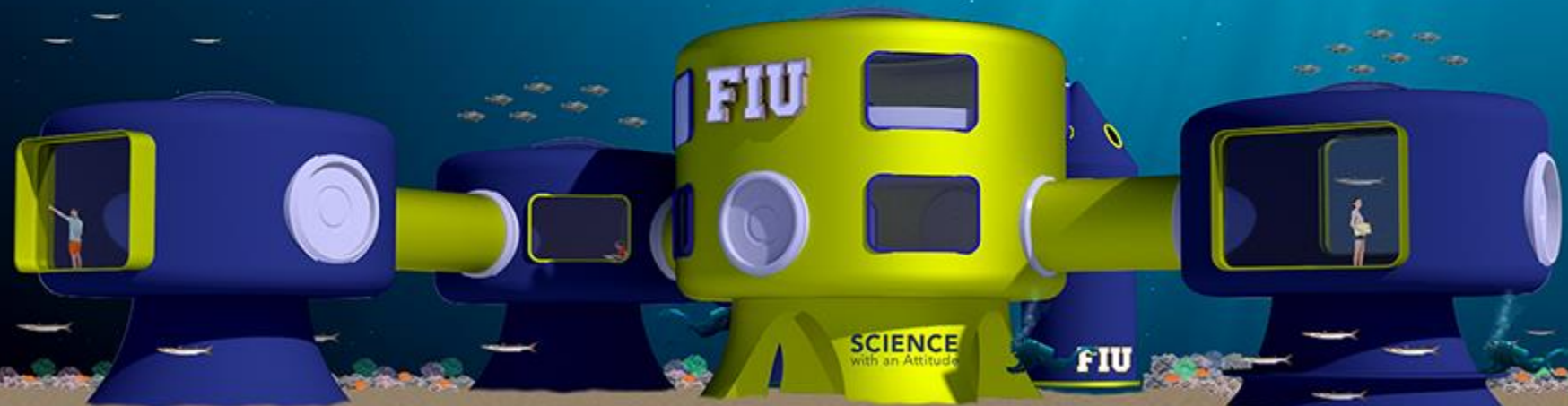








FIU



Global Cost of Blue Carbon Habitat Loss

\$2.68B

PER YEAR

SALT MARSHES

Loss Rate = 1.5% per year

\$6.18B

PER YEAR

SEAGRASSES

Loss Rate = 1.5% per year

\$18.58B

PER YEAR

MANGROVES

Loss Rate = 1.9% per year



RICHARD OLSON

Are you ready for a **CAT 6**?

1

**VERY DANGEROUS
74 - 95 MPH**

2

**EXTREMELY DANGEROUS
96 - 110 MPH**

3

**DEVASTATING (MAJOR)
111 - 129 MPH**

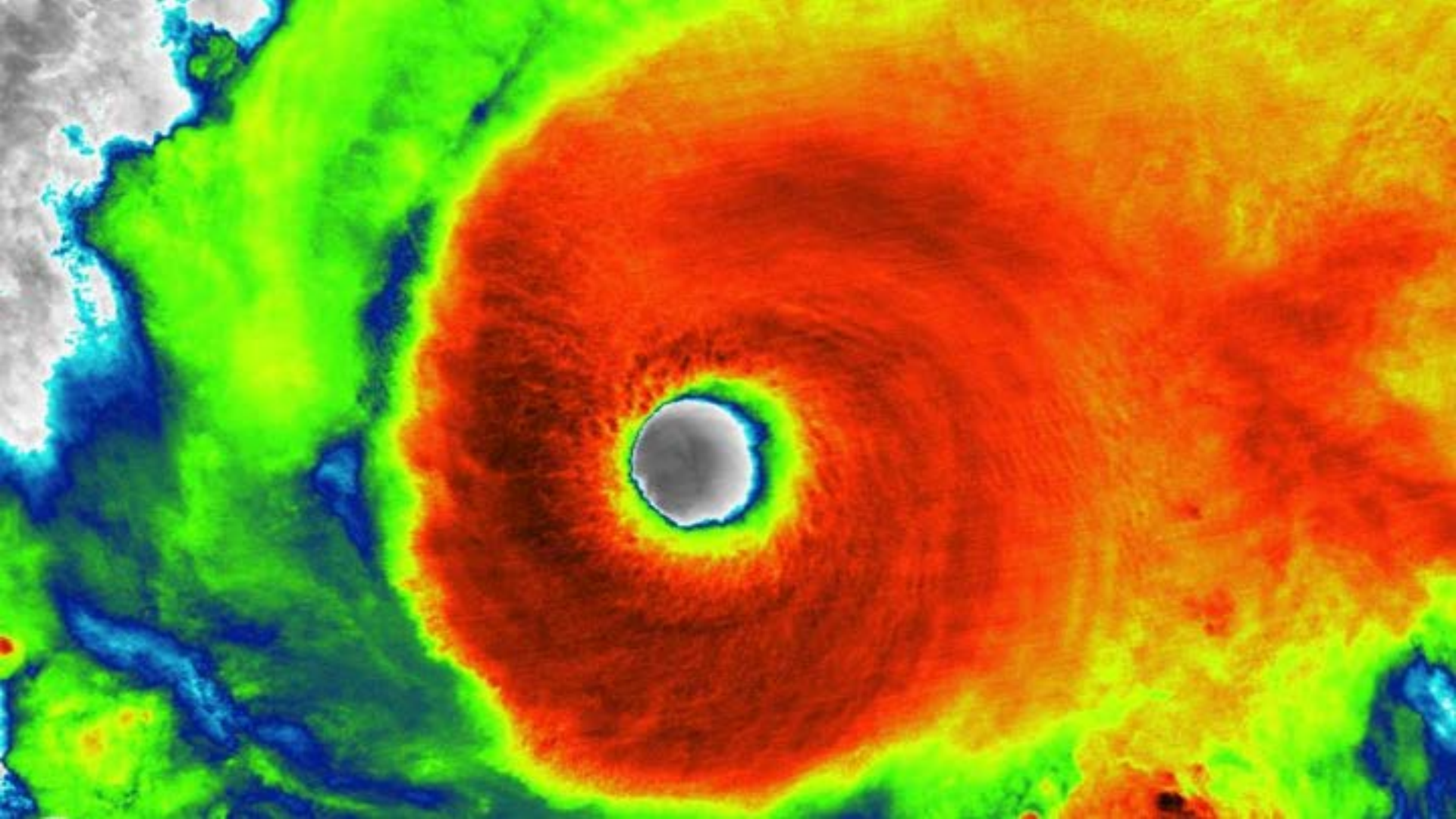
4

**CATASTROPHIC (MAJOR)
130 - 156 MPH**

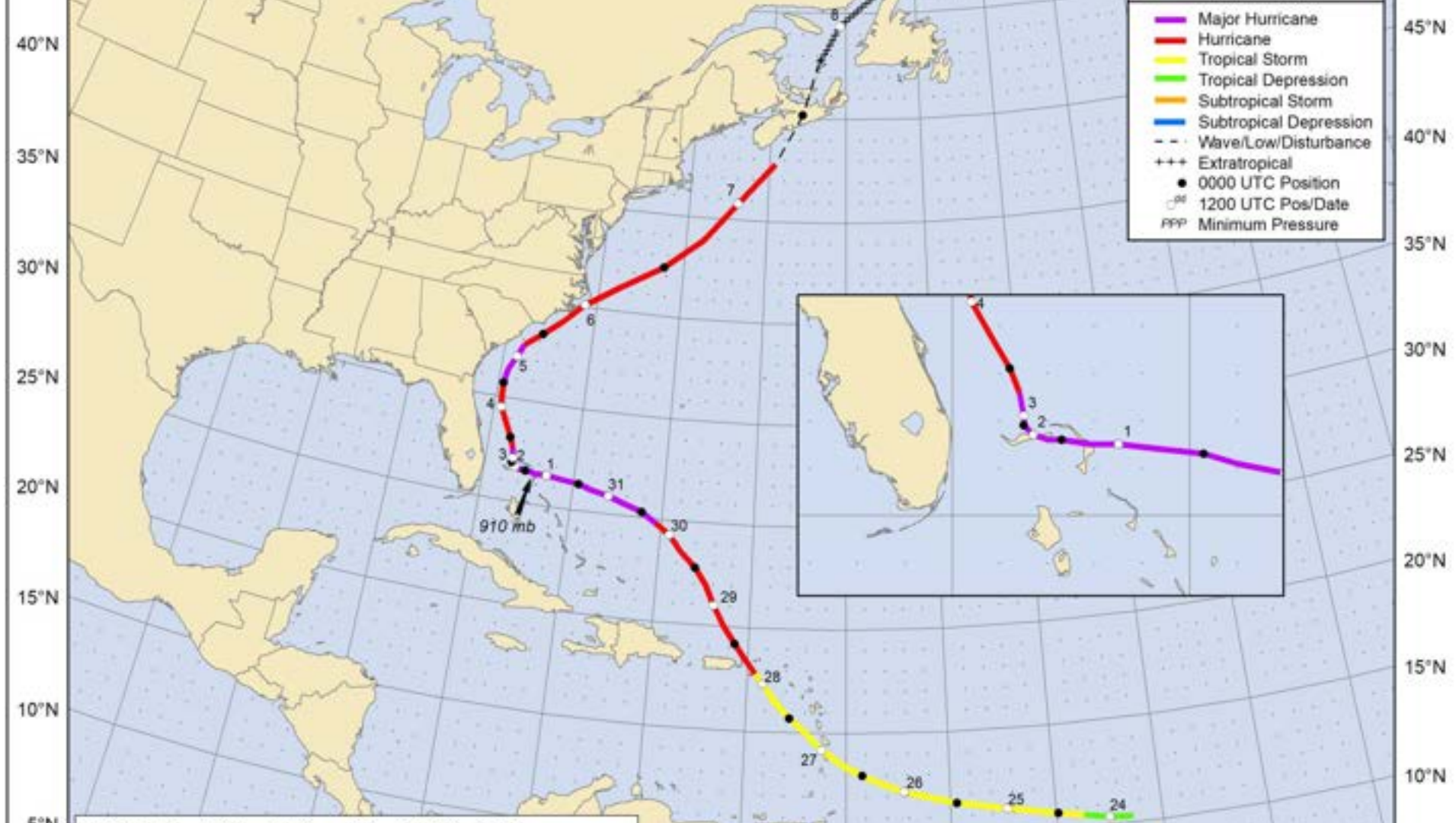
5

**CATASTROPHIC (MAJOR)
MORE THAN 157 MPH**









Let's call killer hurricanes what they really are: Cat 6 | Opinion

BY RICHARD S. OLSON

NOVEMBER 28, 2019 03:00 PM

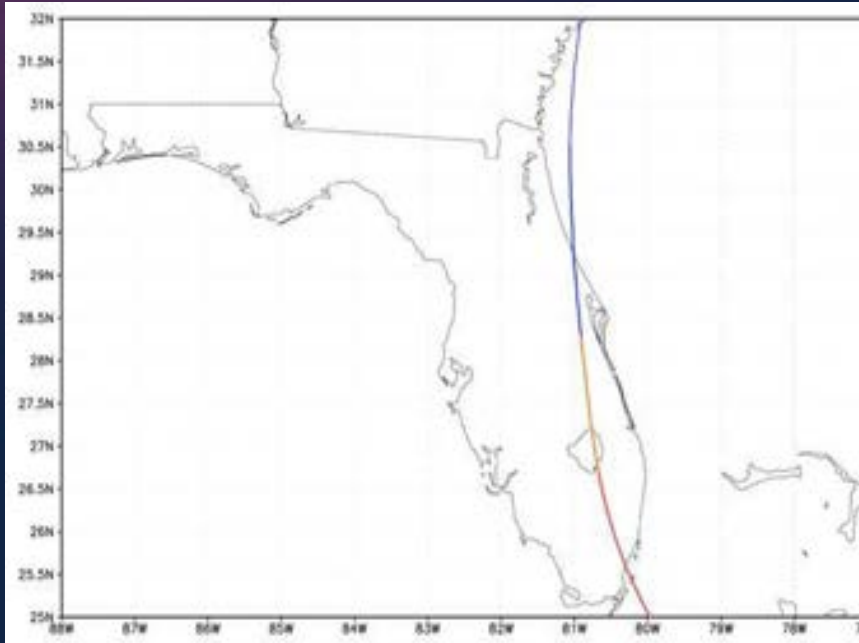






“Resilience is Insurance” (Craig Fugate, 2011)

FIU and the Florida Public Hurricane Loss Model



The Model’s “Worst Case”
for Insured Florida Losses (\$147b)



And Irma (2017) Could Have Been It





1211

WOW

FIU Wall of Wind



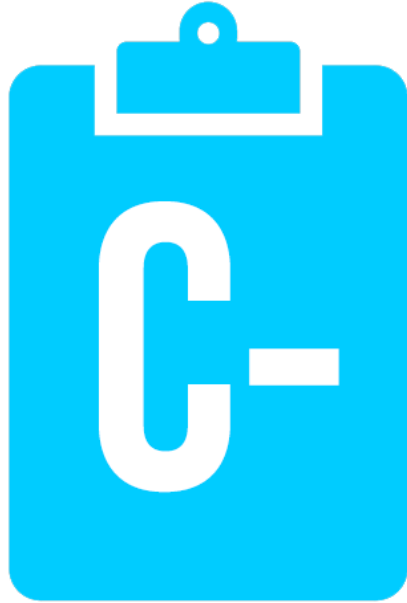
FIU



ATOROD AZIZINAMINI







For the first time in 20
years, our infrastructure
GPA is a C-

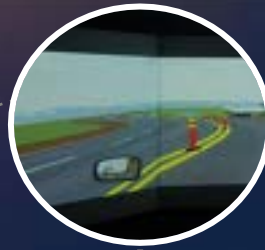
Up from a D+ in 2017



Wind
Engineering



Lehman Center of
Transportation



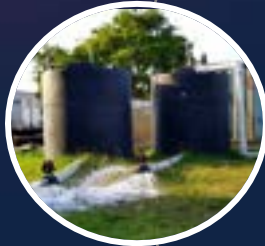
Non-
Destructive
Testing



Robotics



Water
Resources

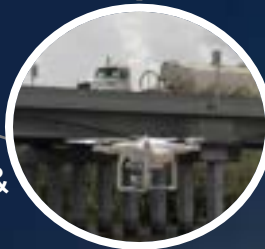


**Preeminent Institute
for Resilient and
Sustainable Coastal
Infrastructure
(InterRaCt)**

Smart
Decision-
making for
Network-
centric System



Use of UAV &
LiDAR
Systems



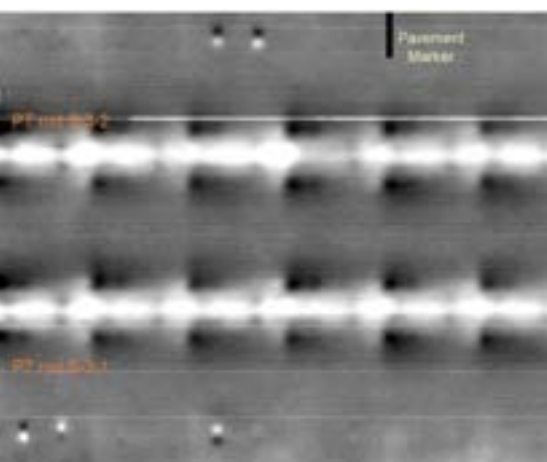
Smart
Construction
and Human-
centered
Resilience











2017
FTU

Accelerated Bridge Construction
University Transportation Center
FLORIDA INTERNATIONAL UNIVERSITY

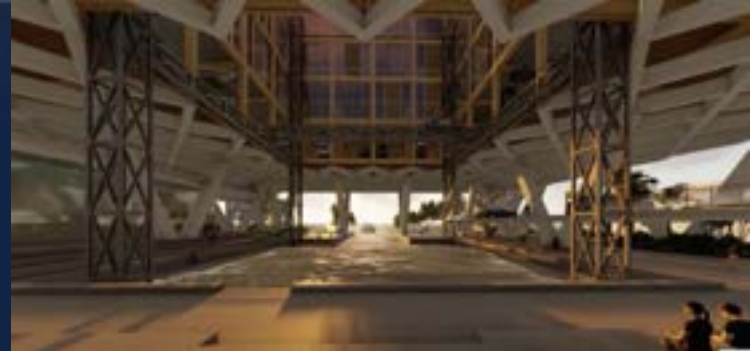
EXHIBITORS

- Epsilon Technologies
- Expanded Shale, Clay and Gypsum
- Harsco
- HCSS Bridge Systems
- Midwest Bridge
- MWH Technologies UK Ltd
- Neospring
- Corus Steel Bridge Alliance
- Park Bridgebau



MARILYS NEPOMECHIE







Shading system prevent heat gain allows the view

Reinforced concrete

Clear PV

Energy efficient
LEED

Outdoor circulation

High efficiency VAV

Screen Wall that allows ventilation

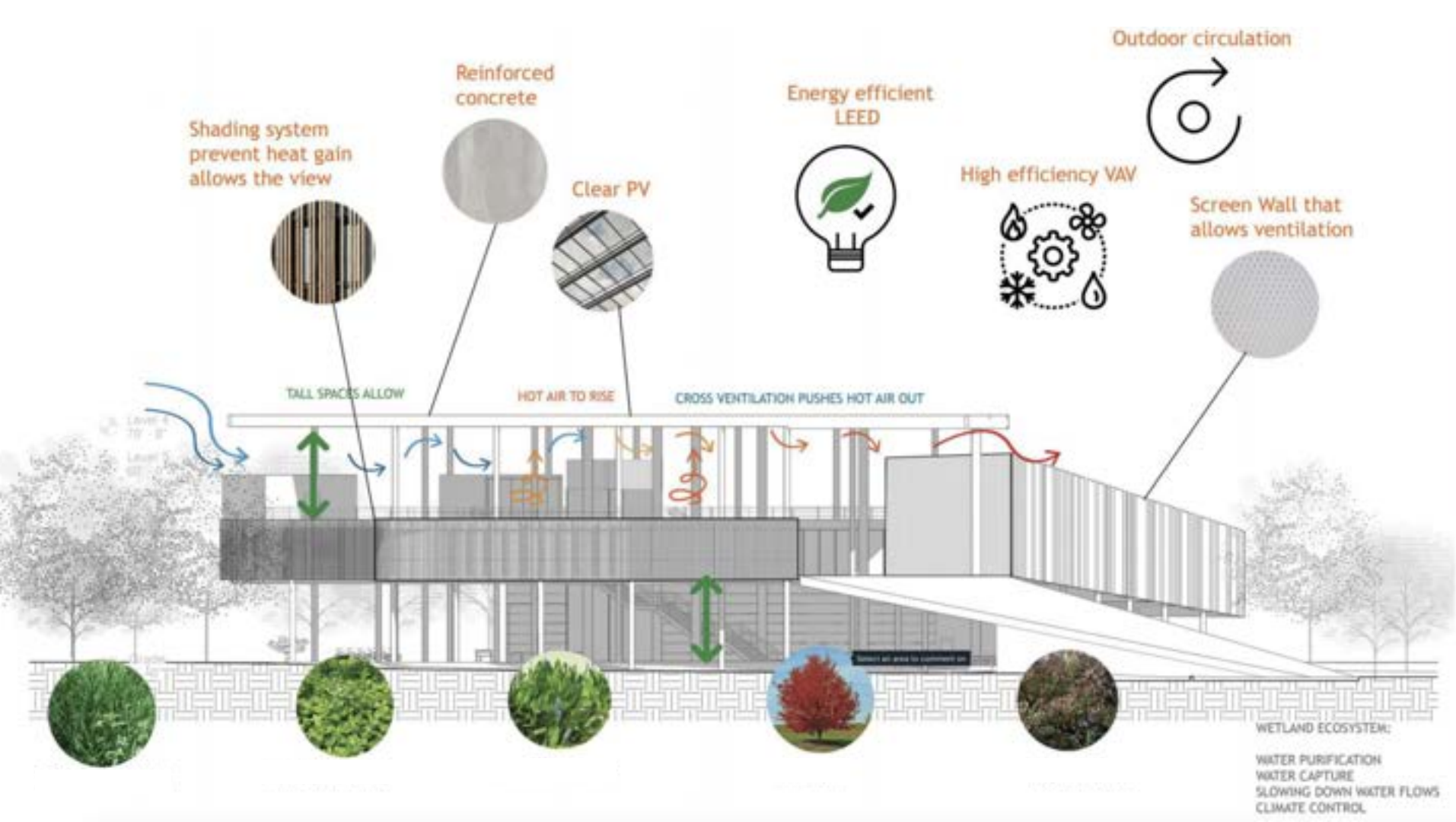
TALL SPACES ALLOW

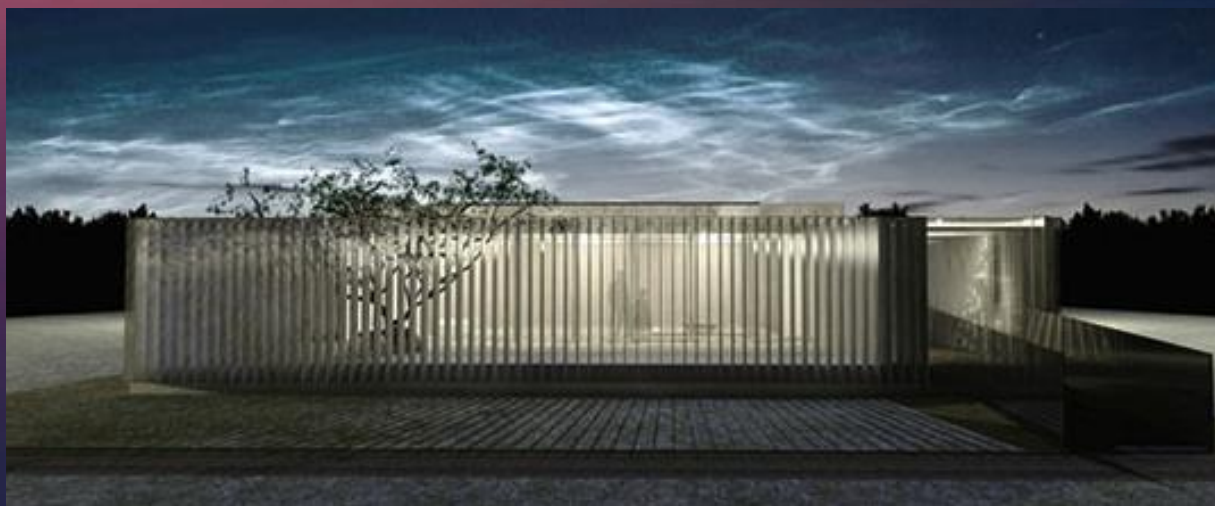
HOT AIR TO RISE

CROSS VENTILATION PUSHES HOT AIR OUT

WETLAND ECOSYSTEM:

WATER PURIFICATION
WATER CAPTURE
SLOWING DOWN WATER FLOWS
CLIMATE CONTROL







miami
CRUNCH
The Food-Water-Energy Nexus

About ▾

Explore ▾

News

Events

Data ▾

Resources



CRUNCH

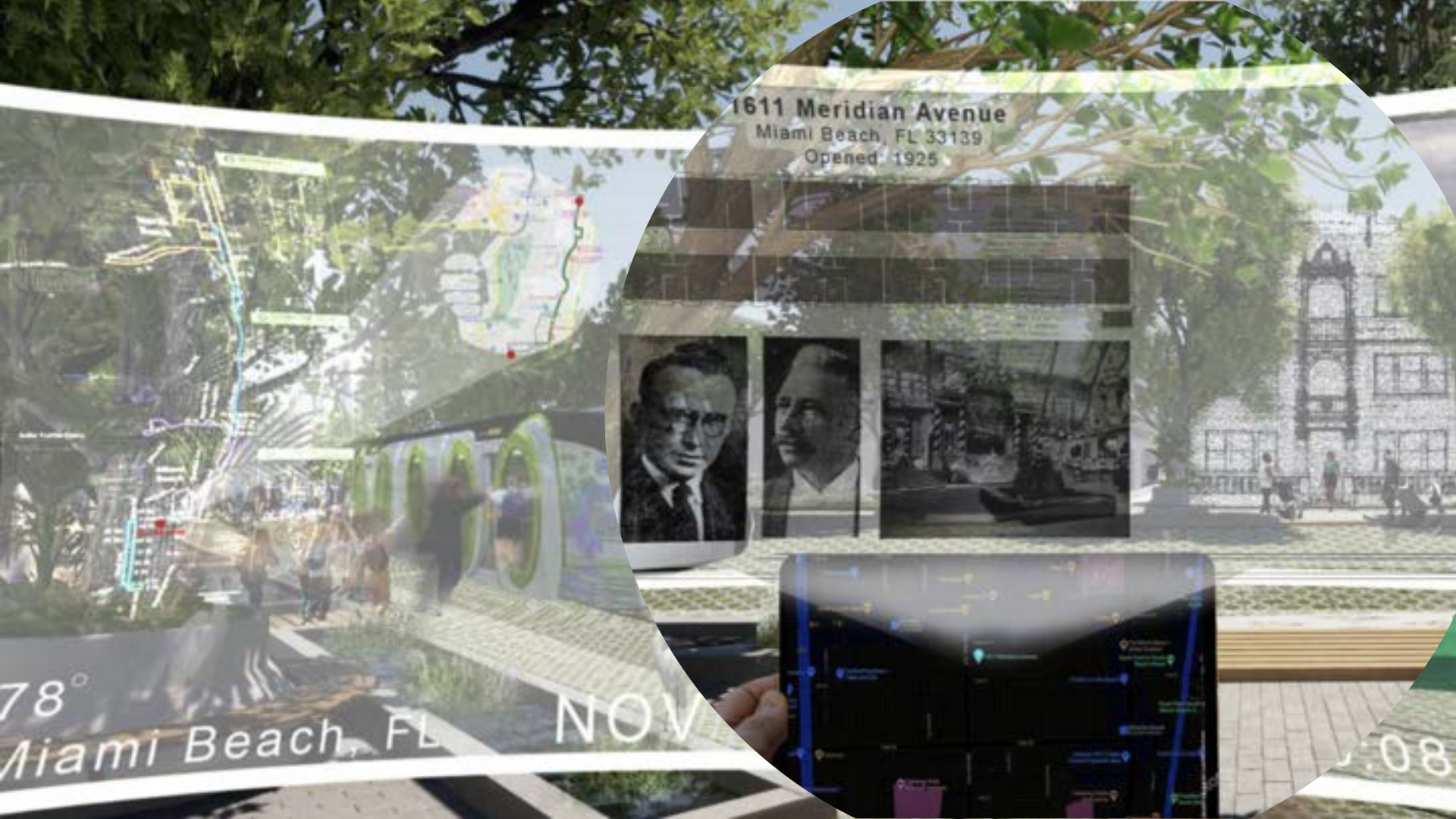
Climate Resilient Urban Nexus Choices
for carbon neutral city scenarios

LEARN MORE

EXPLORE

Scenarios for South Miami and Miami Beach





1611 Meridian Avenue

Miami Beach, FL 33139

Opened: 1925



78°
Miami Beach, FL NOV

.08



TOMÁS GUILARTE



800
MILLION
CHILDREN

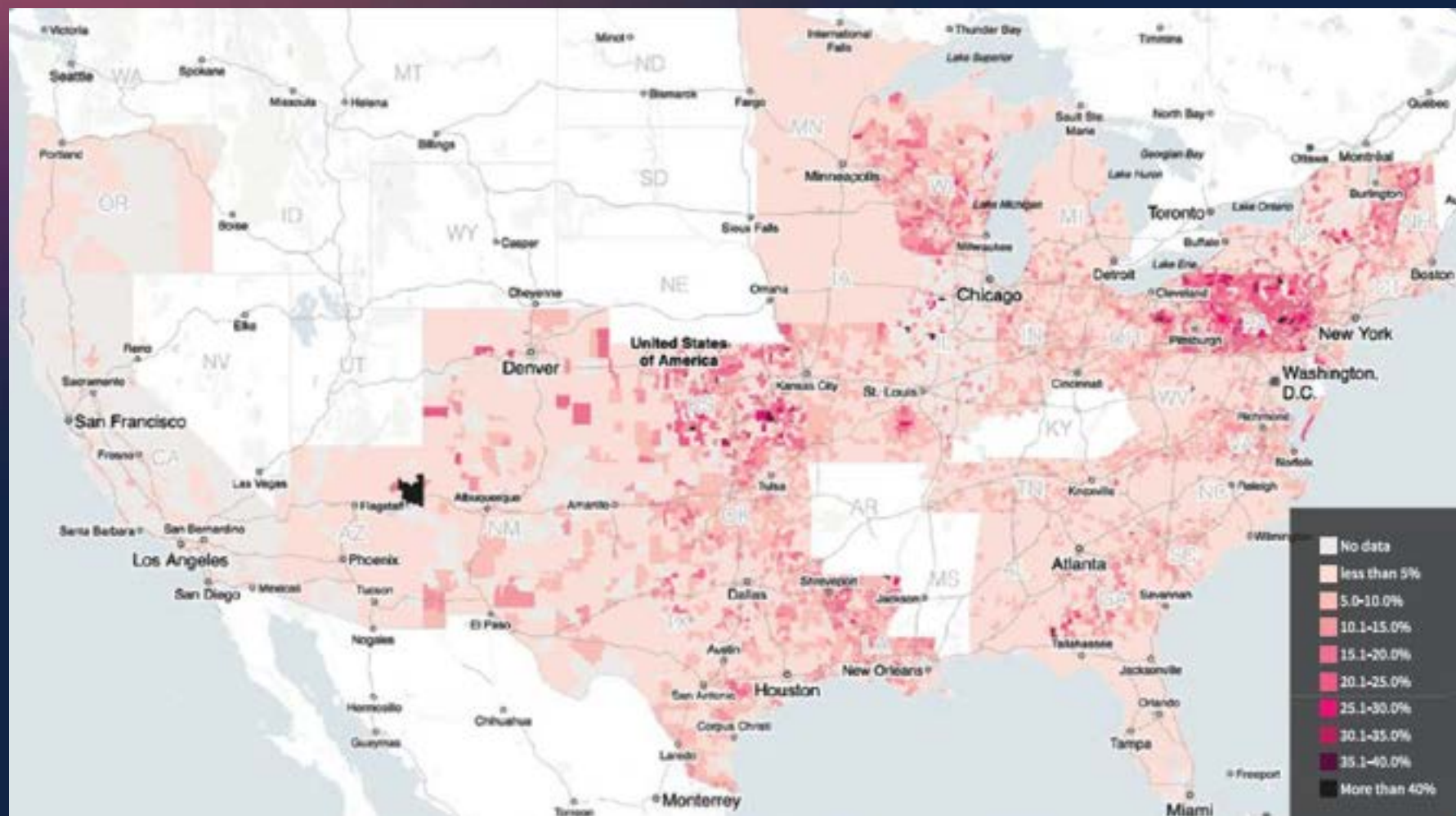
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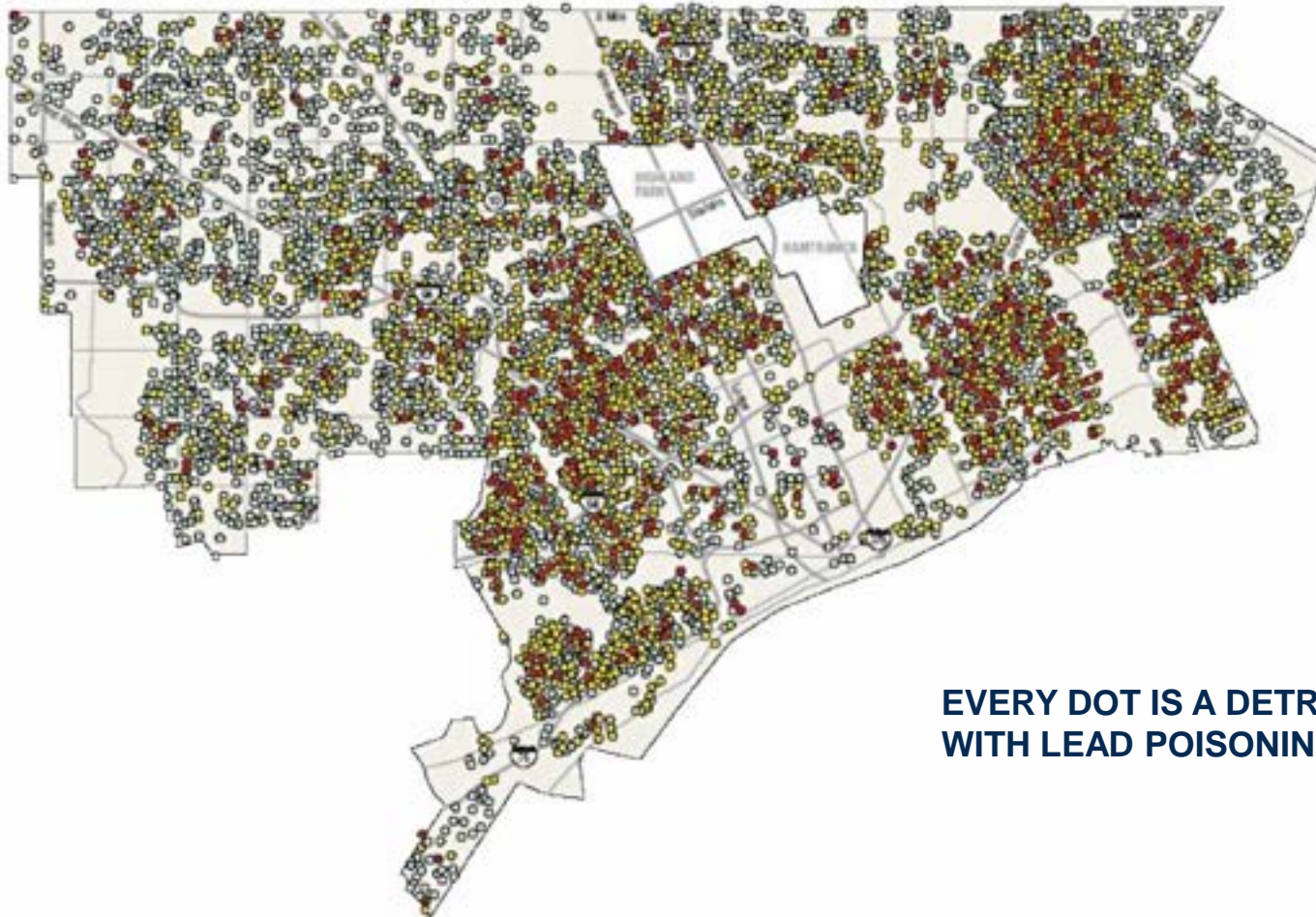


40%
OF THE
WORLD'S
CHILDREN

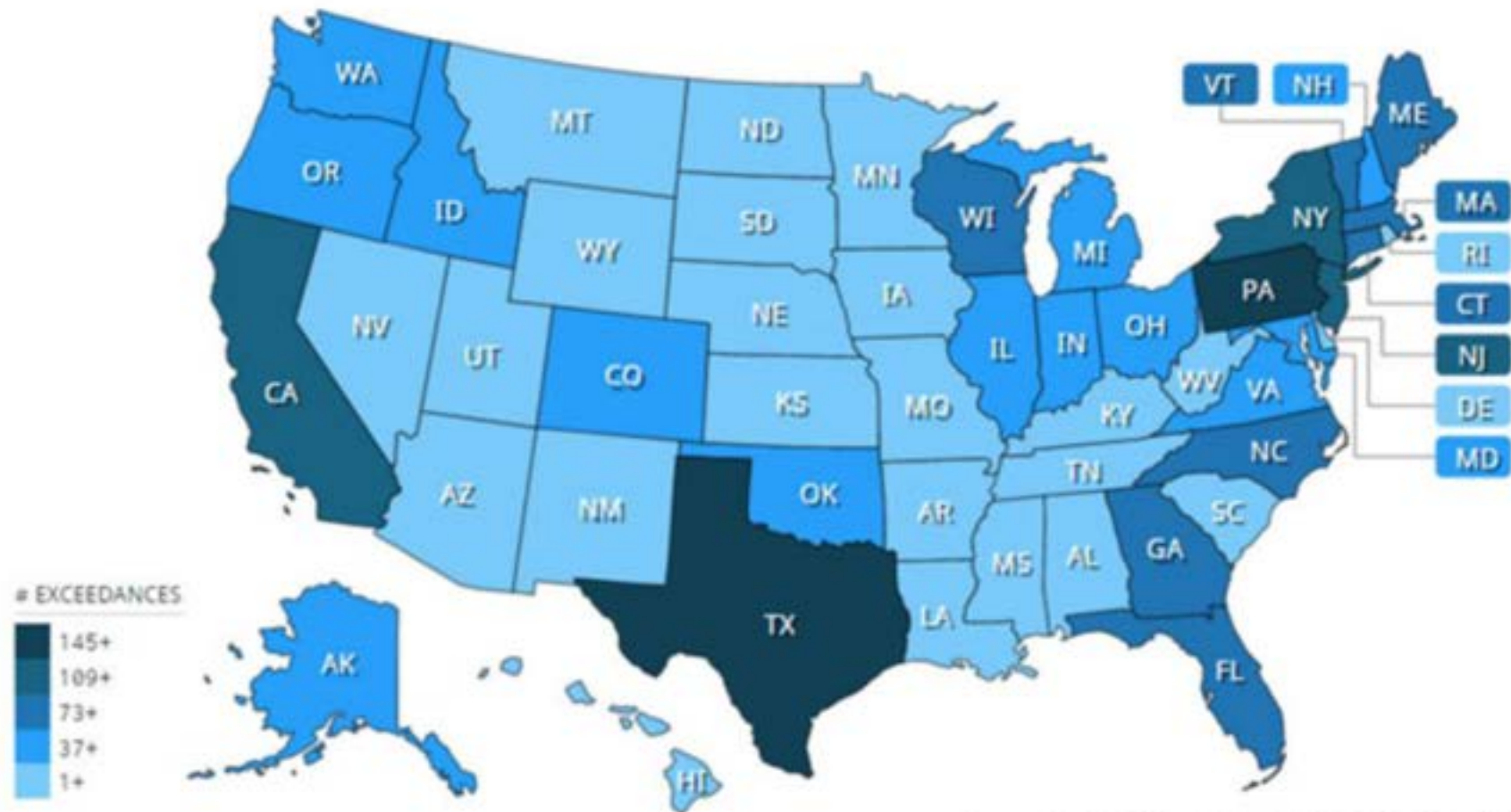




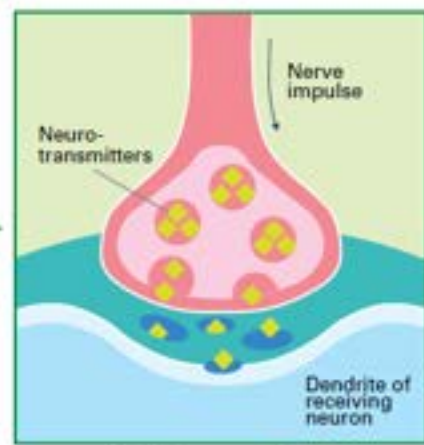
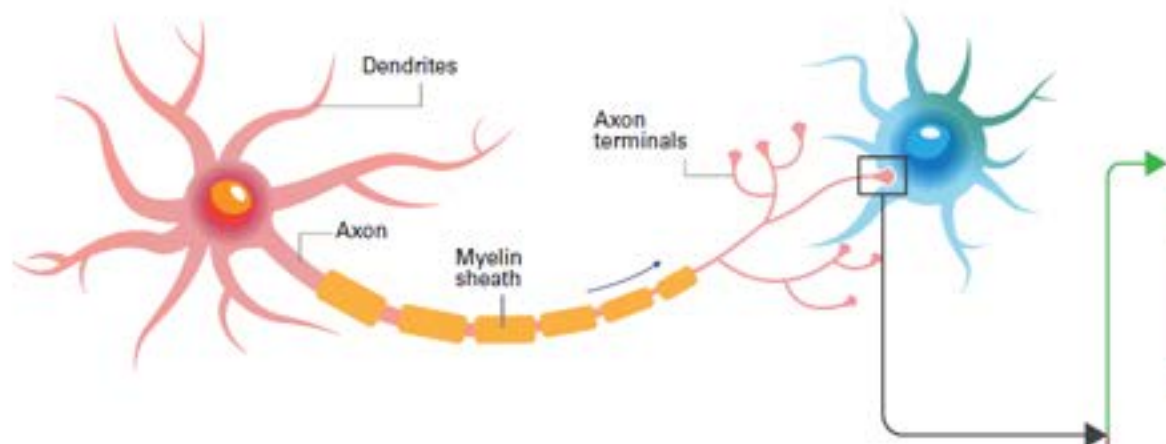




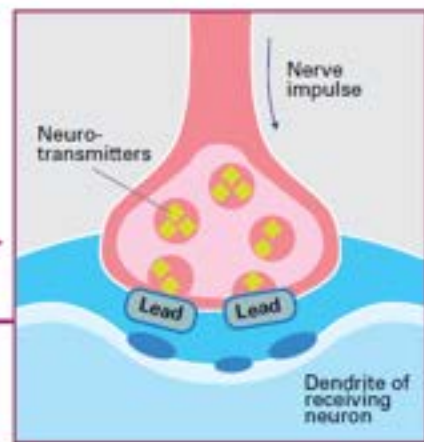
**EVERY DOT IS A DETROIT CHILD
WITH LEAD POISONING**



Source: USA TODAY analysis of EPA's Safe Drinking Water Information System (SDWIS) database.



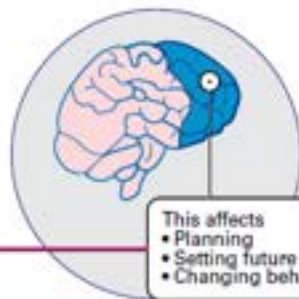
Signals are sent ✓



Lead blocks the signalling process. ✗



Children have trouble in school and problems with impulse control that continues into adulthood.



Lead-exposed children have missed connections in the prefrontal cortex.

- This affects
- Planning
 - Setting future goals
 - Changing behavior





SOT | Society of
Toxicology
www.toxsci.oxfordjournals.org



TOXICOLOGICAL SCIENCES, 161(1), 2018, 186–195

doi: 10.1093/toxsci/kfx210

Advance Access Publication Date: October 4, 2017

Research Article

7,8-Dihydroxyflavone Rescues Lead-Induced Impairment of Vesicular Release: A Novel Therapeutic Approach for Lead Intoxicated Children

Xiao-Lei Zhang,^{*} Jennifer L. McGlothan,[†] Omid Miry,^{*} Kirstie H. Stansfield,[‡]
Meredith K. Loth,^{†,‡} Patric K. Stanton,^{*} and Tomás R. Guilarte^{†,1}

Toxic Metals



Antimicrobials



Pesticides & Insecticides

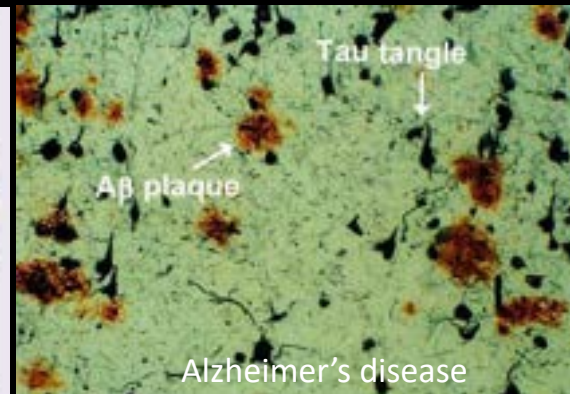
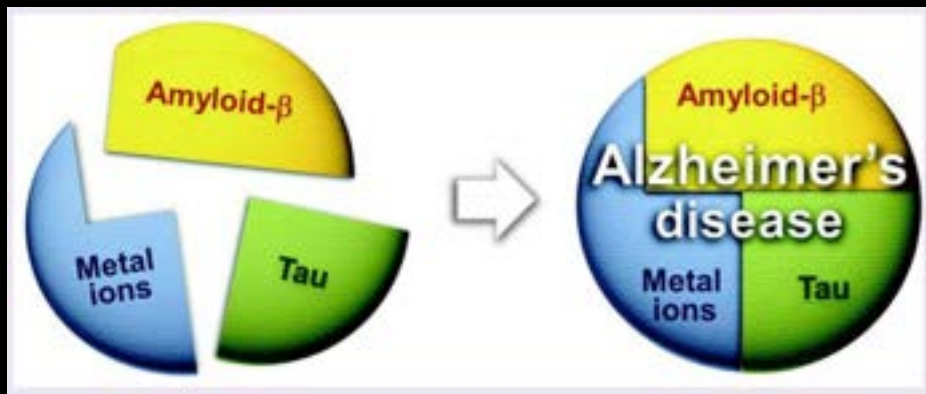


**Industrial/Commercial
Chemicals**

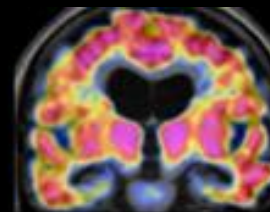
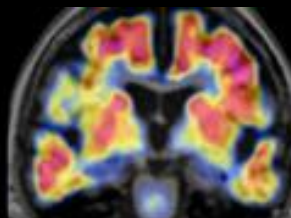
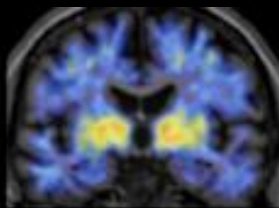


Air Pollutants

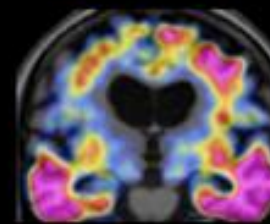
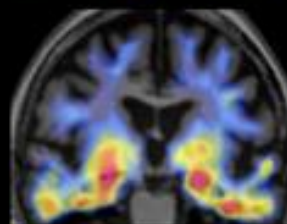
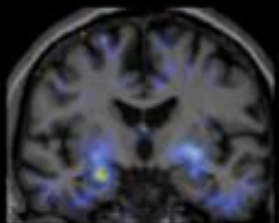




Aβ
(PiB)



Tau
(T807)



Alzheimer's hotspot map: Where it's most prevalent and why that matters

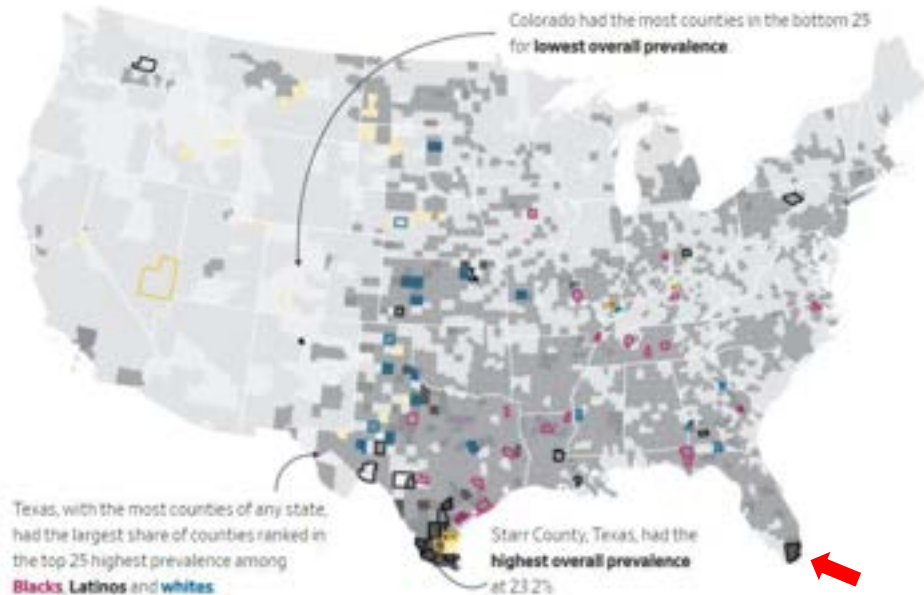
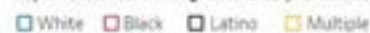
Claire Ansberry | Wall Street Journal | December 9, 2020

Alzheimer's disease and related dementias (ADRD) prevalence by county

Overall prevalence



Top 25 counties with highest ADRD prevalence among:

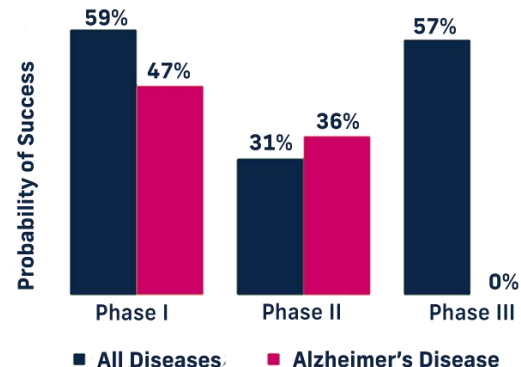


DEMENTIA PREVALENCE WORLDWIDE

Alzheimer's disease is the most common form of dementia.



CLINICAL DEVELOPMENT SUCCESS RATES FOR ALZHEIMER'S DISEASE DRUGS 2008-2019







JULIAN MENDEL

















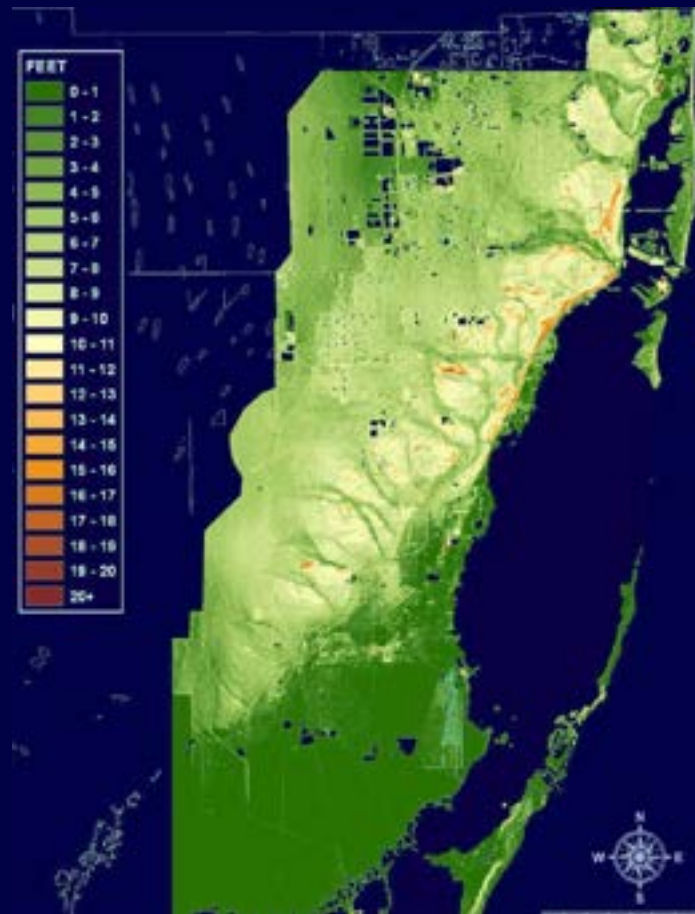




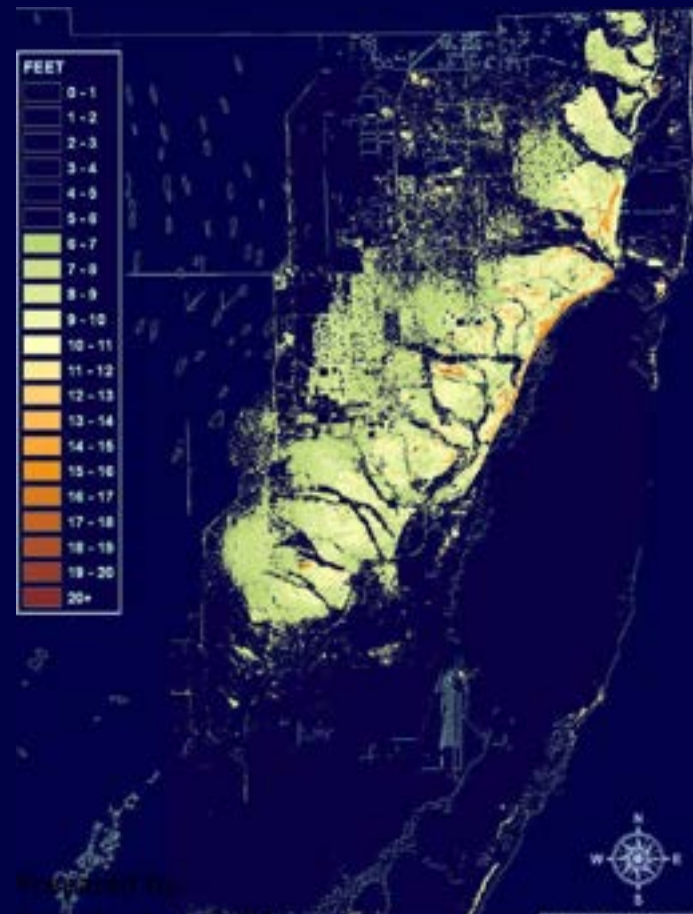
MARIO LOYOLA



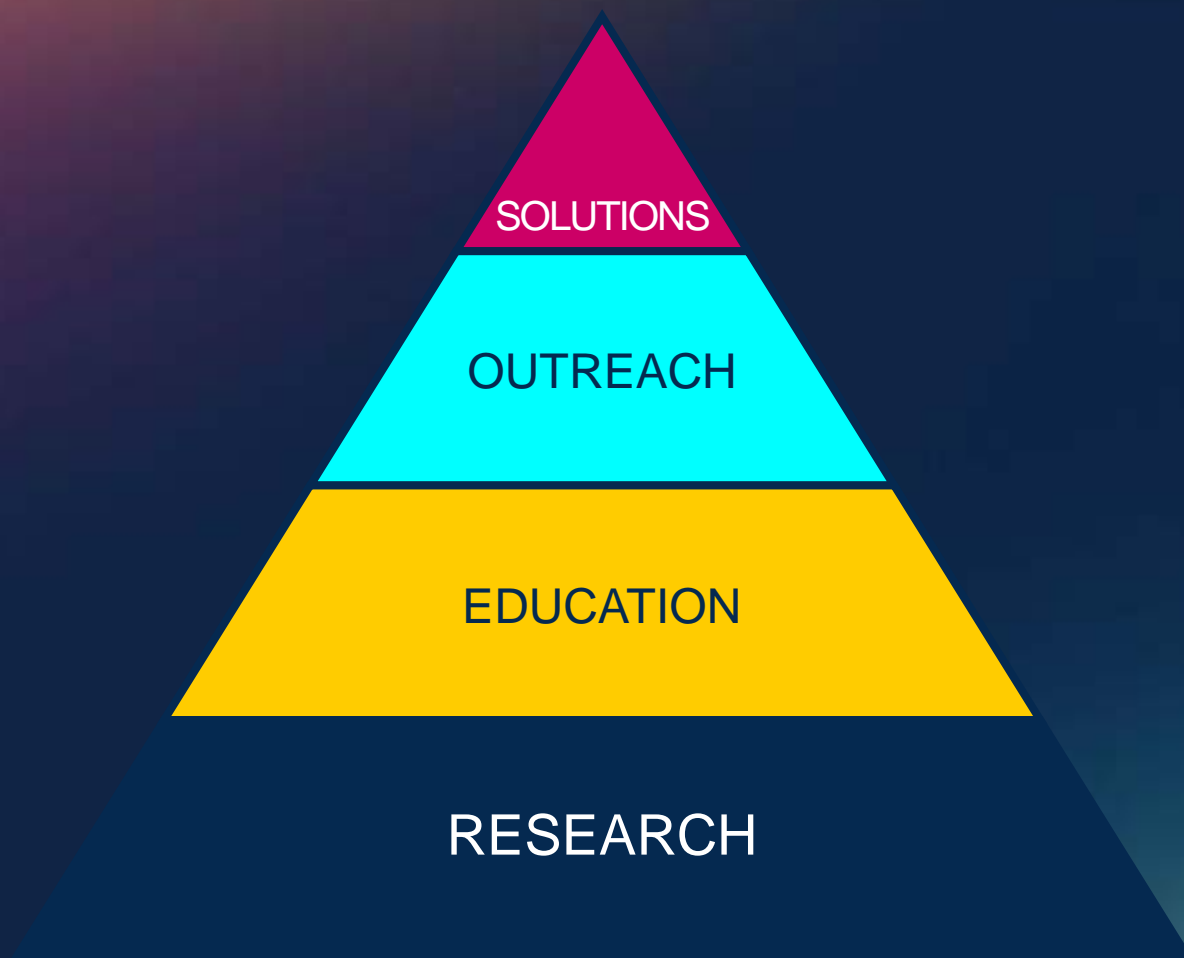
2004



2120



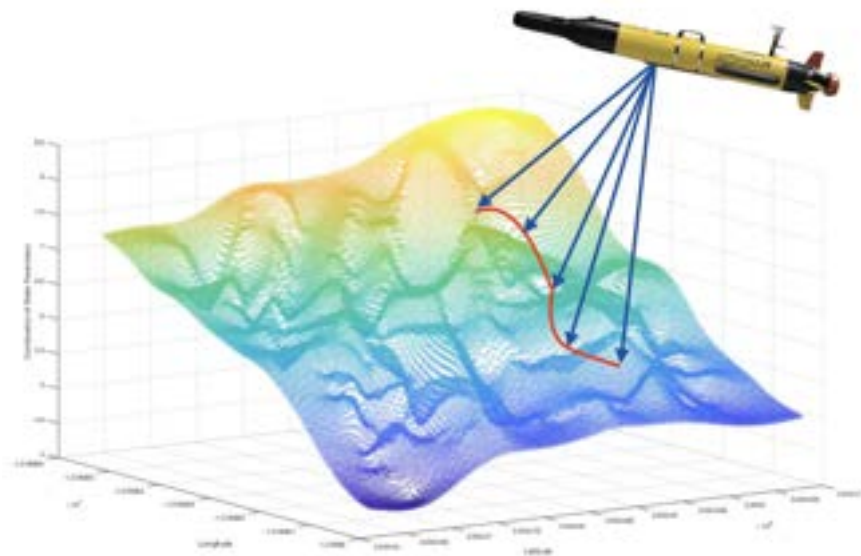






GREGORY MURAD REIS











Artificial Intelligence
Machine Learning
Data Science





WORKSHOP

College of Law: Top 25 by 2025

GOALS

1. Introduce you to your FIU College of Law
2. Analyze US NEWS Rankings and our current position
3. Propose strategies to improve FIU Law and raise the rankings

LEGISLATIVE HISTORY



- Need for a public law school in South Florida
- Alliance between Hispanic and African-American state legislators
- Result: FIU College of Law and FAMU College of Law



Florida Tests Diversity at 2 Law Schools

By TAMAR LEWIN

ORLANDO, Fla. — At a time when campuses nationwide are struggling with issues of diversity, Florida has created two new law schools at universities with high minority enrollment in an effort to bring more blacks and Hispanics into legal careers without using affirmative action.

This fall, the new College of Law will hold its first classes in an old downtown building here as part of Florida A&M University, a historically black university.

At the same time, a public law school will open at Florida International University, a Miami institution where half the students are Hispanic.

The schools were created after Florida, under Gov. Jeb Bush, like Texas under his brother George W. Bush, eliminated its affirmative action policy, substituting a plan to guarantee seniors who ranked in the top 20 percent of their high schools places at state universities.

The end of affirmative action touched off large demonstrations and strong concerns about eventual diversity at the state's law and medical schools, which would not guarantee admissions to the "talented 20." The legislation four months later authorizing the two new schools, helped Governor Bush mend political fences with black and Hispanic voters.

The legislation was specifically intended to increase the number of minority lawyers — currently, the Florida bar is only about 1 percent black and 6 percent Hispanic — with no affirmative action. But the result is not quite as simple as one new law school for Hispanics in Miami, and another for blacks up north.

The new law schools, now selecting their first classes, are considering applicants without regard to race, and both are drawing a diverse pool of applicants, attracted by the relatively low \$3,500 tuition, and the part-time evening programs.

While it is too soon to predict their racial composition, it is already clear that, given their differing history and geography, the two schools are headed down somewhat different paths, with the Florida A&M law school more likely to be mostly black and the one at Florida International

Tackling minority enrollment without affirmative action.

University mostly Hispanic.

Florida International, the Miami campus, has for years been one of the most diverse universities in the nation, a place where, on a recent morning, a Chinese New Year's dragon parade thrashed through the student union past clumps of students speaking Spanish, Creole, French and English.

More than a third of the applicants to the new law school have attended Florida International. So far, the law school has received nearly 200 applications for 80 full-time and 60 part-time spaces: 44 percent from Hispanics, 29 percent from whites, 21 percent from blacks and 6 percent from people of Asian descent.

Acceptances have gone out to 14 whites, 9 Hispanics, 3 blacks and 1 person of Asian descent.

"I don't think of this as a Hispanic law school, I think of it as a diverse law school," said Leonard Strickman, dean of Florida International's College of Law. "The ideal is diversity that happens without having to distort either how people are brought in or how they're trained. And at this campus, in this city, that kind of diversity is implicit."

Mr. Strickman, who has hired eight faculty members, two of them Hispanic, added: "We don't know yet what the racial breakdown will be, and we don't have any targets. In the end, we do expect that our minority presence will be higher than the first acceptances indicate, since the proportion of admitted minorities who actually enroll is likely to be higher than the proportion of whites."

What will make his school unique, Mr. Strickman said, is not only its diversity, but its strong emphasis on international law. The law school will have a required first-year introduction to international and comparative law, and every course will include a section on other countries' approaches.

"We live in a global community now, and at a school like this you get a very multicultural understanding of your fellow students," said Brian Abramson, 29, a Florida International graduate who has been accepted into the first law school class.

Florida A&M has a very different identity. Its name and history — and the fact that it graduates more African-American B.A.'s each year than any other campus in the nation — almost guarantees strong black student interest, even though the law school in Orlando is a long way from the Tallahassee campus.

In a way, the new Florida A&M law school is history coming full circle: back in the separate-but-equal days, the school had a tiny law school at the Tallahassee campus, but in 1984, Florida closed that law school and packed up its 4,200-volume law library to take across town to the new, mostly white law school at Florida State University.

"The reopening of this school is a big event to the African-American population of Florida," said the dean, Percy Lunsy Jr. "The closing of the old school was a travesty, so the symbolism of this is important to African-Americans. They're not content that this school will have white and Hispanic students. They're concerned that it's Florida A&M's law school."

Like Mr. Strickman, Mr. Lunsy said he could not yet predict his school's racial composition. Of the 43 applications that had come in by Jan. 15, 23 were from African-American, and he and four of the six professors he has hired are black.

"We're looking for a commitment



Percy Lunsy is dean of the Florida A&M University School of Law, which opens this fall in Orlando.

to public service and asking every applicant for a personal statement," Mr. Lunsy said. "It's fair, because we're doing that for everybody. What we're about is training lawyers interested in serving poor and lower-middle-income people."

For many reasons, ranging from complicated computer and construction negotiations to the fact that it is not part of a campus, Florida A&M's law school has gotten off to a slower start than its Miami counterpart.

While the number of applications has recently picked up, there are still only about 100 applicants for the 75

full-time spaces, and 30 part-time evening spots next year.

"With our low tuition, I'm not particularly worried," said Mr. Lunsy, a former dean of another historically black law school, North Carolina Central, in Durham.

Mr. Lunsy's experience in North Carolina, where about 45 percent of the students were white, left him deeply convinced of the benefits of having a healthy mix of white students at historically black schools.

He points out, with relish, that Michael F. Easley, the white North Carolina Central alum who is now

governor, appointed the only black justice on the State Supreme Court.

Mr. Lunsy, like Mr. Strickman, said while race would not be a consideration in admission, such factors as being the first in the family to attend college and a demonstrated commitment to public service, would be taken into account.

"We're a long way from Martin Luther King's dream," he said. "If you have really strong predominantly black campuses, it makes the predominantly white campuses better, it makes them bend over backwards to recruit the best students."

FIU Board of Trustees

STOREWIDE SAVINGS & VALUES NOW THROUGH MONDAY

PRESIDENTS* DAY SALE

sale \$1200 Valenncierre 76"x9'6"

THE MISSION



“...The college of law at Florida International University shall be dedicated to providing opportunities for minorities to attain representation within the legal profession proportionate to their representation in the general population”

Florida Statutes, Ch. 1004, § 1004.39

THE COLLEGE

- ***JD Student body:*** 509 JD (FT 409, PT 100)
 - 65% minority; 56% female
- ***Selectivity:*** 1877 applications/547 offers/159 matriculants
- ***Annual operating budget:*** \$18 million
- ***F/T tuition:*** Resident \$21,820, NR \$36,094
- ***Student law school debt:*** \approx \$95,000

INNOVATIVE CURRICULUM



- International & comparative law in every course
- Emphasis on legal writing
- Academic Excellence Program based on cognitive learning science

COGNITIVE SCIENCE & BAR PASSAGE



- *Using Science to Build Better Learners: One School's Successful Efforts to Raise its Bar Passage Rates in an Era of Decline*, Louis N. Schulze, 68 J. Legal Education 230 (2019)
- *Leveraging Noncognitive Skills to Foster Bar Exam Success: An Analysis of the Efficacy of the Bar Passage Program at FIU Law*, Raul Ruiz, 99 Neb. L. Rev. 141 (2020)

the National Jurist

THE MAGAZINE FOR LAW STUDENTS

Winter 2020 Issue

COVER STORY

Audacity Awards: Craziest lawsuits & protests

Law students love to sue, and they love to protest. Sometimes their efforts are just and necessary, and sometimes they're a wee bit of a stretch.

Students that showed the most chutzpah

Why Florida International is a leader in bar exam performance

Florida International University is once again ranked No. 1 in the state for bar passage. What's its secret? One hint: cognitive schema theory.

An unexpected leader



FIU | Board of Trustees

FACULTY



Seven Fulbright Scholars/Five Members American Law Institute/UN International Law Commission reporter

COMMUNITY ENGAGEMENT



OUR GOAL: ACCESS TO JUSTICE

In 2019-2020 FIU Law students provided:

- 34,800 hours through the FIU Law Clinics and Externship Programs
- 12,800 Pro Bono Service hours

LEGAL CLINICS

- Carlos A. Costa Immigration and Human Rights Law Clinic
- Business Information and Technology Clinic
- Community Lawyering Clinic
- Death Penalty Clinic

LOW BONO SERVICES

- FIU Law Practice

PARTNERSHIPS & PROJECTS

- Consortium for a Healthier Miami-Dade (Children Issues/Oral Health)
- Florida Center for Capital Representation
- FIU/Americans for Immigrant Justice Project
- FIU Embrace Legal Project
- Florida Law Schools' Consortium for Racial Justice
- Green Family Foundation Neighborhood HELP Project
- Guardianship & Supported Decision-Making Project
- Juvenile Resentencing and Review Project
- Miami-Dade County Elder Issues Committee
- Pro Se Litigant Project
- Prosecution Innocence Project



INTERNATIONAL ENGAGEMENT

FIU Law's relationships with legal actors, universities, civil society organizations and public agencies from different parts of the world have led to productive collaborations, educational opportunities and information exchange.



THE UNIVERSITY'S COLLEGE OF LAW



JOINT OR AFFILIATE APPOINTMENTS

- Mohsin and Fauzia Jaffer Center for Muslim World Studies
- Center for Women's and Gender Studies
- SIPA
- African and Diaspora Studies
- Program in the Study of Spirituality
- College of Medicine
- CRI/LACC

FACULTY FELLOWS

- Office to Advance Women, Equity, and Diversity
- The Honors College

GRANTS DRAFTING AND SUPPORT

- Global and Forensic Justice Center
- Wolfsonian Public Humanities Lab
- Psychology Department
- Legal Psychology (fair sentencing, restorative justice, wrongful conviction)
- English department
- School of Social Work
- Center for the Administration of Justice

DISSERTATION COMMITTEES

- History
- International Relations
- Global Studies

THE UNIVERSITY'S COLLEGE OF LAW



UNDERGRADUATE RESEARCH AND ADVISING

- Pre-Law Advisor, The Honors College
- Undergraduate Research Conference
- Psychology Dept (first degree murder, impact of age and race)

SERVICE

- Academic Affairs Quality Enhancement Plan for data literacy
- African & African Diaspora Studies Steering Committee
- Center for Advancement of Teaching
- Cross-Disciplinary Proposal for Certification
- (undergraduate, law, psychology, social work, criminology)

SERVICE (CONTINUED)

- Faculty Senate Constitution Review Committee
- Faculty Senate Curriculum Committee
- FIU Embrace Legal
- Green Family Foundation Neighborhood Help Project
- StartUpFIU
- University Athletic Council
- University Chairs Advisory Council
- University Cybersecurity Group
- University Graduate Council
- University Graduate School
- University Honors and Awards Committee
- University Interprofessional Cross-Disciplinary Committee

Dean's Leadership Council 2020 – 2021



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Senior Chairman,
Greenberg Traurig



Alex Alvarez,
Partner,
The Alvarez Law Firm



Vivian de las Cuevas-Diaz
Partner,
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Managing Partner,
Bilzin Sumberg



Judge Marcia Del Rey, JD '09
Eleventh Judicial Circuit of
Florida



Pete L. DeMahy
Partner,
DLD Lawyers



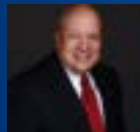
Manny Diaz
Senior Partner,
Lydecker Diaz



Gonzalo R. Dorta
Partner,
Dorta Law



Katherine Fernandez Rundle
State Attorney



Tomas F. Gamba
Partner,
Gamba Herrera Law



Maria D. Garcia, JD '08
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Javier A. Lopez
Managing Partner,
Kozyak Tropin &
Throckmorton



Carlos J. Martinez
Miami-Dade Public Defender
11th Judicial Circuit of
Florida



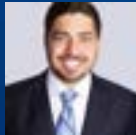
Michael Mendez
Owner,
Mendez Fuel



Desmond Meade, JD '14
Executive Director,
Florida Rights Restoration
Coalition



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Judge Luis Perez-Medina,
JD '05
Eleventh Judicial Circuit
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Jackson Lewis, P.C.



Israel U. Reyes
Founder and Managing Partner,
The Reyes Law Firm, P.A.



Judge Jose Rodriguez
Eleventh Judicial Circuit
of Florida



Chanel T. Rowe, JD '14
Enforcement Attorney,
U.S. Securities and Exchanges
Commission



Yolanda P. Strader
Shareholder,
Carlton Fields



Robert Zarco
Founding Partner,
Zarco, Einhorn, Salkowski,
& Brito, P.A.

PLACEMENT

CLASS OF 2019 EMPLOYMENT

Bar Required/JD Advantage/Professional (FT/Long Term)	92%
Bar Required/JD Advantage/Professional (PT, Short Term, or deferred)	3%
Seeking advanced degree	1%
Unemployed	4%

TYPES OF EMPLOYMENT

Public Interest, Government & Clerkships	30.1%
Law Firms > 100 attorneys	12.6%
11-100 attorneys	15.4%
< 11 attorneys	30.1%
Business	4.2%

FIU LAW TESTIMONIALS

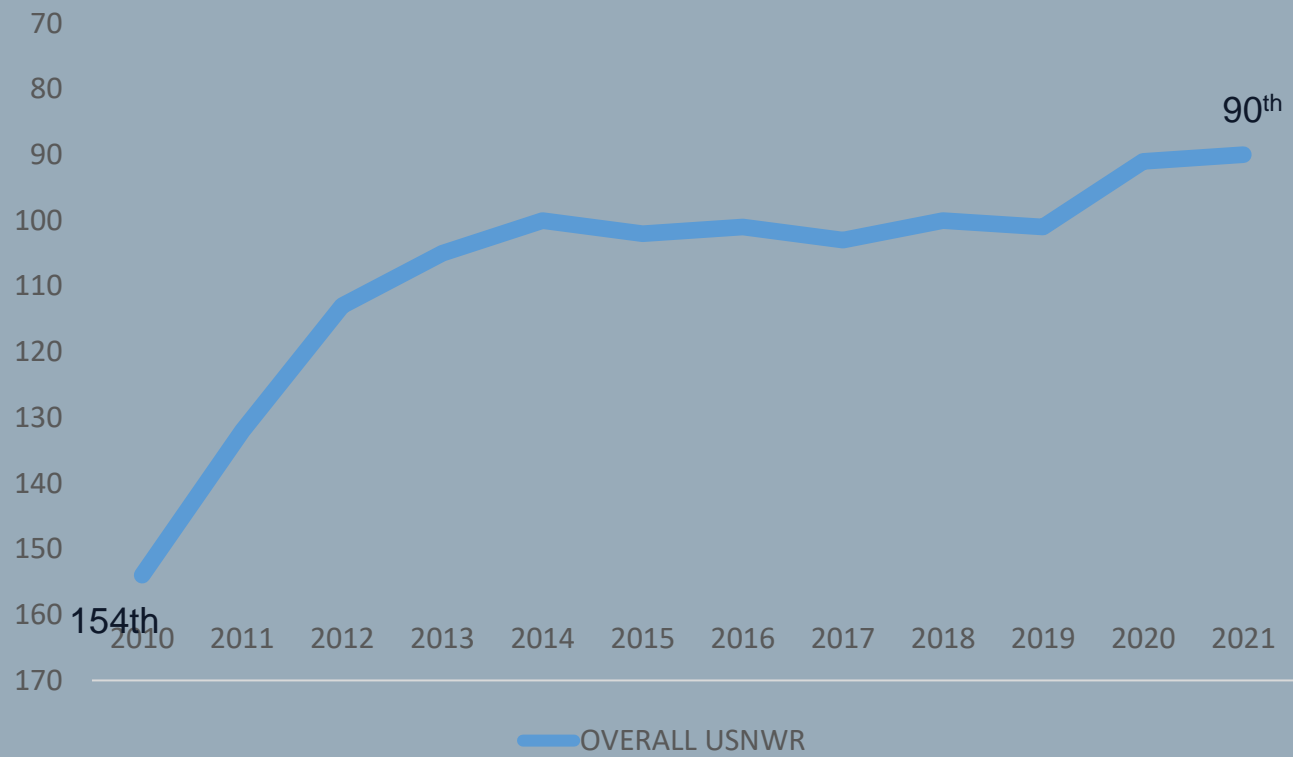


2021 US NEWS RANKINGS



- #48 public law school
- #10 part time program
- Top 50 in legal writing, international law, and constitutional law

OVERALL US NEWS RANKING



RANKINGS: CATEGORIES

- Student selectivity
- Quality assessments
- Student outcomes
- Resources

STUDENT SELECTIVITY

Entering class median LSAT/GRE	12.5%
Entering class median GPA	10%
Acceptance rate	2.5%
Total	25%

QUALITY ASSESSMENTS



Peer Assessment Survey	25%
Lawyer Survey	10%
Total	25%

STUDENT OUTCOMES

Employment at 10 months	14%
Employment at graduation	4%
Bar Passage	2%
Total	20%

RESOURCES

Expenditure per student	
Instructional	9.75%
Financial Aid	1.5%
Student/Faculty Ratio	3%
Library volumes	0.75%
 Total	 20%

BENCHMARKING TO THE TOP 25

CATEGORY	WEIGHT	FIU	25 th *	DIFF.
LSAT	12.50%	157	160	-3
GPA	10.00%	3.61	3.63	-0.02
Acceptance	2.50%	28.60%	35.90%	-0.073
PEER ASSESSMENT	25%	2.2	3.08	-0.88
LAWYER ASSESSMENT	15%	2.2	2.93	-0.73
Employment Graduation	4%	45.2	56.7	-11.5
EMPLOYMENT 10 MONTHS	14%	83.6	83.4	0.2
Bar Passage	2%	87.7	76.5	11.2
EPS INSTRUCTIONAL	9.75%	41504	58603	-17099
EPS Fin Aid	1.50%	19770	29442	-9672
Student/Faculty Ratio	3.00%	7.2	5.6	1.6
Library	0.75%	417524	671936	-254412

* Mean values based on the 2 public law schools at 24 and 2 at 26 in the 2021 Rankings

STRATEGIC INVESTMENT

EXPECTED RETURN ON INVESTMENT:

PROGRAM GOALS

- Education, placement, and bar passage
- Financial efficiency and stewardship
- Accountability for strategic investments

THE BIGGER PICTURE

- Statutory mission and diversity
- Engagement with university and interdisciplinary programs
- Contribution to the community, bar, and legal profession
- Long-term goodwill with other stakeholders

IMPROVING STUDENT SELECTIVITY



ACTION

Increase scholarship expenditures

EXPECTED RESULTS

- Improves LSAT, GPA, and GRE of incoming students, acceptance rate, and EPS Financial Aid, directly affecting 26.5% of US NEWS score
- Allows us to better compete with UF and FSU for students who would prefer to study in Miami
- Reduces student debt

IMPROVING STUDENT SELECTIVITY



ACTION

Expand diversity and access pipeline

- FIU Law has run an extremely successful Law Path program on grant funding that has now run out

EXPECTED RESULTS

- Increases the number of excellent minority and first-generation applicants, and ultimately lawyers
- Improves LSAT, GPA, and diversity
- Assists in fulfilling our statutory mission

IMPROVING REPUTATION

ACTIONS

- New faculty and professional hires
 - Develop programming in Environmental Law
 - Develop programming in Cyberlaw
- Thematic centers that build on existing FIU Law strengths
 - International & Comparative Law
 - Intersectionality
- Scholars-in-residence; judges-in-residence; visiting professors

IMPROVING REPUTATION

EXPECTED RESULTS

- Enhances the quality and quantity of FIU Law's activities and research, which affects the largest components of the US News rankings (peer (25%) and lawyer (15%) surveys).
- Hires in environmental law and cyber law (including joint appointments) support university priorities and enhance interdisciplinary cooperation
- Provides additional meaningful opportunities for students
- Thematic centers respond to evolving national concerns that are directly relevant to South Florida

IMPROVING STUDENT OUTCOMES



ACTION

- Practice incubator program to help graduates master the business of law.
- Student Internships: funding for student's internships outside South Florida, with specific emphasis on Tallahassee and DC.

EXPECTED RESULTS

- Creates job opportunities for students
- Improves connections with state and federal government

ESTIMATED COSTS

STRATEGY	ESTIMATED COST	TOTALS
Scholarships	\$1,000,000	
Pipeline	\$100,000	
<i>Student Selectivity Total</i>		\$1,100,000
New Hires	\$1,500,000	
Thematic centers	\$200,000	
Visitors	\$250,000	
<i>Reputation Total</i>		\$1,950,000
Practice Incubator	\$400,000	
Internships	\$50,000	
<i>Student Outcomes</i>		\$450,000
TOTAL		<u>\$3,500,000</u>

**COMMENTS?
QUESTIONS?**

THANK YOU!



WORKSHOP

Herbert Wertheim College of Medicine

Run of Show – Quick View



Introduction (Dean Sackstein) 10 min

HWCOC Strategic Plan: (Dr. Joe Leigh Simpson) 5 min

Student Affairs/ Student Success: (Adrian L. Jones and Evan Ales) 5 min

Medical Education: (Dr. Runowicz and Dr. Obeso) 5 min

Green Family Foundation

NeighborhoodHELP: (Dr. David Brown and Dr. Andres Rodriguez) 5 min

Research: (Dr. Charles Dimitroff and Michael Paez) 5 min

Graduate Medical Education: (Dr. Robert Levine) 5 min

Marketing: (Ileana Varela) 5 min

HWCOC Clinical & Community Affairs: (Dr. Hernandez – Suarez) 5 min

HCN: (Dr. Eneida Roldan) 5 min

Office of Diversity, Equity, Inclusivity, and Community Initiatives: (Dr. Cheryl Holder) 5 min

Budget: (Sonia Benitez) 5 min

Closing (Rosenberg, Furton, Sackstein) 10 min

Final Q&A

HWCOM Strategic Plan & Implementation of Goals

Methodology Strategic Plan & Implementation Plan



Principal Initiatives (6)

HWCOT Principal Initiatives	Collaborators	2026 HWCOT and Progress
Establish HWCOT Laboratories for Advanced Medical Technology for Glycobiology and for Cell-based Therapeutics, and promote and expand inter-disciplinary research efforts between HWCOT and greater FIU campus (Pillar 1 Initiative 1)	School of Biomedical, Materials and Mechanical Engineering(College of Engineering and Computing) School of Electrical, Computer and Enterprise Engineering School of Computer and Information Sciences College of Arts, Sciences, and Education (Biomolecular Institute) Robert Stempel School of Public Health and Social Work FIU Center for Translational Science	Increase wet lab space by 10,000-15,000 sq. ft. in the next 5 - 10 years
Develop a clinical trials unit (CTU) that enables FIU engagement in timely development of cutting-edge therapies and technologies that address unmet medical needs (Pillar 1 Initiative 2)	School of Biomedical, Materials and Mechanical Engineering(College of Engineering and Computing) School of Electrical, Computer and Enterprise Engineering School of Computer and Information Sciences FIU Center for Translational Science	2021 Targeted foci chosen with hospital affiliates(s); 2021-2022 Establish phase 0,1, 2 in CTU unit at FIU with affiliate hospital partner
Enhance the Baptist Health South Florida/Miami Cancer Institute Diversity-enriched Biospecimen Repository (Pillar 1 Initiative 3)	School of Biomedical, Materials and Mechanical Engineering School of Electrical, Computer and Enterprise Engineering School of Computer and Information Sciences Robert Stempel School of Public Health and Social Work	Establish additional biorepositories with other hospital affiliates
Boost student success and clinical care delivery by developing innovative training models and curricula that integrate advances in educational technology to meet the needs of future students, faculty, staff, healthcare] professionals, and an evolving healthcare system (Pillar 2 Initiative 4)	Robert Stempel School of Public Health & Social Work College of Business Nicole Wertheim College of Nursing & Health Sciences College of Law	2021 Plan transformed learning space novel and expanded active learning format, cutting edge simulation technology
Design prospective comparative studies with precise longitudinal timelines and well-defined clinical and societal outcomes focusing on NeighborhoodHELP. The goals include publications in high impact journals and significant extramural funding (Pillar 3 Initiative 5)	Robert Stempel School of Public Health & Social Work College of Law Nicole Wertheim College of Nursing & Health Sciences	2021 generate robust study design for prospective comparative longitudinal NeighborhoodHELP outcomes, secure extramural grant funding in 2021-2022. Publications in high impact journals 2023-2035
Develop and foster major donor stewardship/relationships and communication focused on major gifts to expand the HWCOT	FIU Development and Donor Development	2021 Appoint Associate Dean for Communications and Development

Selected Metrics 2020-2026		
	2020	2026
Research Grants	41	55
Expenditures	6.3M	10.0M
Faculty Major Award	30	40
Courtesy Appointments	37	60
Nat Acad. (Medicine, Science)	1	3
Medical Student Success		
Under-Represented Minorities	40%	45%
4 / 6 year graduation %	85 / 97%	88 / 97%
Step 1 Pass	99%	100%
Above National Average	53%	60%
Residency Top 50 Med School	35%	40%
Residency Top 25 Med School	12%	20%
		173

Student Affairs/Student Success
Adrian Jones, J.D.
Interim Executive Associate Dean

Evan Ales
M.D./Ph.D. Candidate

HWCOT Admissions Data

- Total AMCAS Applications Received: 7400
- Total Supplemental Applications Completed: 5349
- Paid application fees: 4262 (\$127,860)
- Fee Assistance Program: 1085
- Deferral: 2

Class of 2025 (currently accepted pool)



• Total Students	255
• Reapplicant	44 (17%)
• Mean GPA	3.79 (Range: 3.03-4.0)
• Mean Science	3.73 (Range: 2.89-4.0)
• Mean MCAT²⁰¹⁵	512 (Range: 501-527)
• Average Age	23 (Range: 17-45)
• Fee Assistance Program	58 (23%)
• First Generation College	46 (18%)
• Gender	
• Female	149 (58%)
• Male	106 (42%)

Class of 2025 (currently accepted pool)

- **Race/Ethnicity**

• American Indian or Alaska Native	---
• Asian	65 (25%)
• African-American/Black	32 (13%)
• Hispanic, Latino, or of Spanish origin	64 (25%)
• Native Hawaiian or Other Pacific Islander	---
• Not Reported	8 (3%)
• Other	6 (2%)
• White- Not Spanish/Hispanic/Latin.	80 (31%)

- **Residency**

• Florida	192 (75%)
• South Florida	100 (52%)
• Out-of-State	63 (25%)

• Graduate Degree	22 (9%)
• Doctoral Degree	2 (1%)
• Graduate Certificate Program	1 (<1%)
• Early Assurance Program	9 (4%)
• F-STAR	---
• Doctors of Tomorrow	14 (5%)

Match Day Outcomes

Student Success

(One) Student's Success – Evan Ales, MS3

- HWCOC's standard medical curriculum has positioned me for success in all areas of medicine
- My training has been comprehensive, supported, and transformative
- Our strategic plan furthers a distinct dimension of our competencies:

Translational research

- Future physicians must compete in the *evolving* medical care landscape, and, ideally, must also be capable of assimilating the ever-increasing information regarding the molecular basis of disease into the care of each patient
- An MD/PhD program produces clinician-scientists, compassionate and competent physicians who also serve as patient-oriented innovators that contribute to creation of better patient outcomes
- HWCUM now holds the capability to generate physician-scientists

Medical Education

FIU Herbert Wertheim College of Medicine



Medical Education

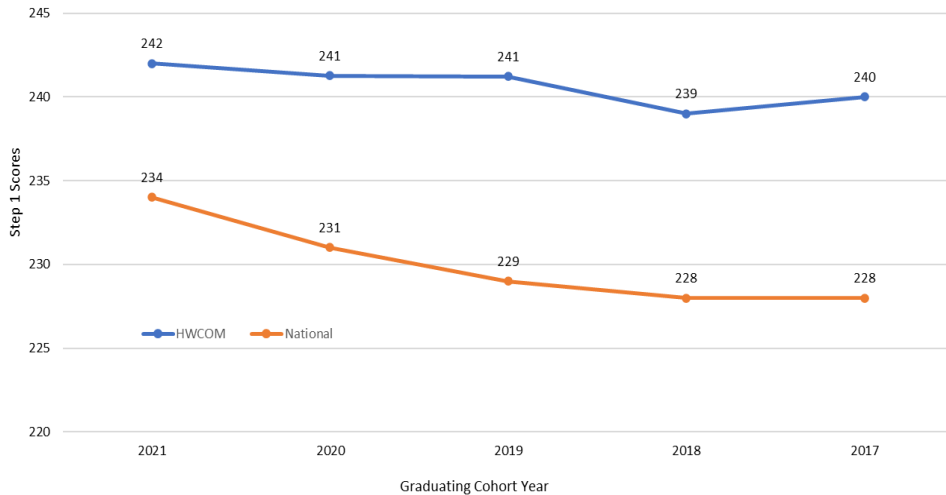
- LCME accreditation
- Curriculum: Vertical/Horizontal Integration
 - Year 1 and 2 – Pre-clinical
 - Year 3 and 4 – Clinical
- Graduated classes: 2013-2020
- Licensure requirement
- Outcomes
 - Performance outcomes (USMLEs)
 - Student clerkship evaluations
 - Site evaluations
- Clinical Sites (includes 24 medical centers, 50 out-patient clinics, and 33 private physician offices)



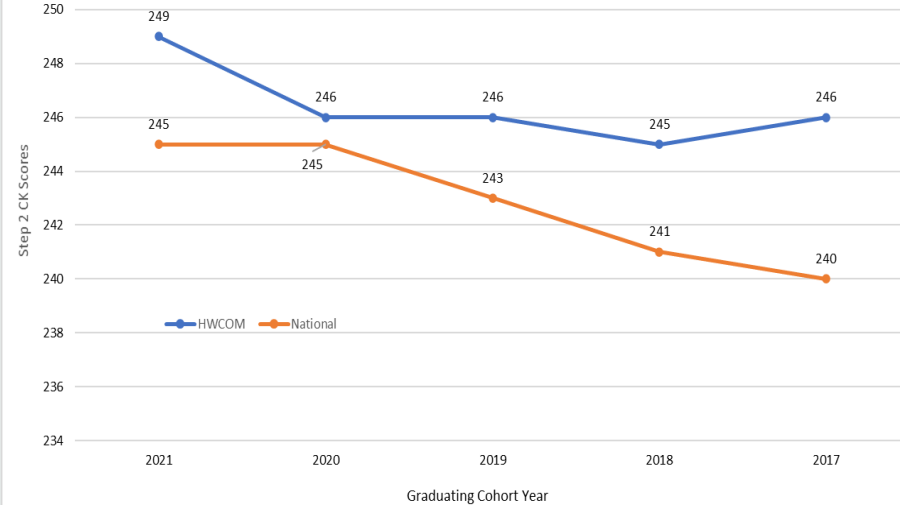
9 Domains of Competency



Year-to-Year Step 1 Performance: HWCOM & National



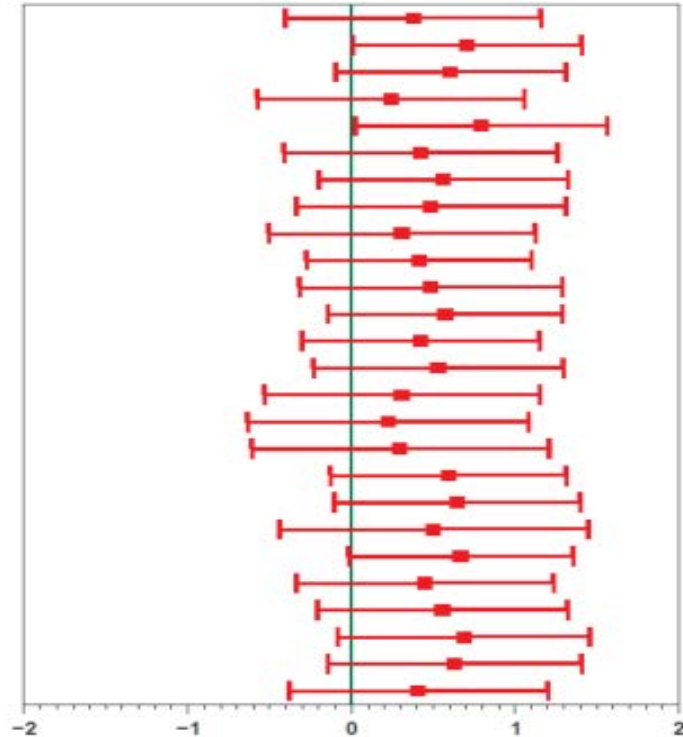
Year-to-Year Step 2 CK Performance: HWCOM and National



FIU Herbert Wertheim College of Medicine

Performance in individual subjects

1-MK: Applying Foundational Science Concepts
1-PC: Diagnosis
1-PC: Management
1-PBL: Evidence-Based Medicine
2-Behavioral Sciences
2-Biochemistry
2-Genetics
2-Gross Anatomy & Embryology
2-Histology & Cell Biology
2-Microbiology & Immunology
2-Nutrition
2-Pathology
2-Pharmacology
2-Physiology
3-General Principles
3-Immune System
3-Blood & Lymphoreticular System
3-Behavioral Health & Nervous Systems/Special Senses
3-Musculoskeletal, Skin, & Subcutaneous Tissue
3-Cardiovascular System
3-Respiratory System
3-Gastrointestinal System
3-Renal/Urinary System
3-Reproductive System
3-Endocrine System
3-Multisystem Processes & Disorders



Green Family Foundation NeighborhoodHELP

NEIGHBORHOODHELP COMMUNITY INFRASTRUCTURE



Outreach



Clinical



Research



Administrative

Communities we serve:

- Miami Gardens
- North Miami Beach
- North Miami
- Little Haiti
- West Kendall
- Medley
- Hialeah
- Opa-Locka
- South Miami



University Coalition



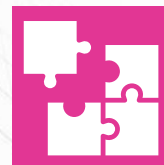
Mobile Health



Clinical Partners



Social Service Agencies



Early Learning Centers



Public Schools



Adult Education Centers



Senior Centers



Cities and Counties



Faith Based Organizations



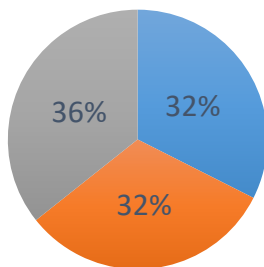
Advocacy Organizations



Other Organizations

Funding and Publications

NeighborhoodHELP \$6.7 M Funding



■ E&G Allocation

■ Department of Health

■ Other Funding

■ Other Funding

Baptist Health of South Florida	Green Family Foundation Endowment	Braman Family Foundation	Research: NIH, NSF, Blue Foundation
\$1,035,000	\$660,000	\$466,000	\$230,000

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8. Stumbar SE, Garba NA, Bhoite P, Ravelo N, Shringarpure N. Pilot Study of a Free Long-Acting Reversible Contraception Program on a Mobile Health Center in Miami Dade County, Florida. *J. Immigr Minor Health*. 2020
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Green Family Foundation NeighborhoodHELP

COVID-19 RESPONSE

WITHIN UNDERSERVED NEIGHBORHOODS
IN MIAMI-DADE COUNTY, FLORIDA



**Accessing Testing and
Vaccine Sites**



Facemask Distribution
Providing facemasks
for all in need



COVID-19 Literacy
Educating on facts of disease,
biology, modes of
transmission, best practices



Healthcare Delivery
Telemedicine and mobile health
for prevention and disease
management, acute medical
issues, behavioral health;
Mammography services



**Facilitating
Technology Access**
Fostering household
connectivity to Internet and
electronic device usage



**Education
Services**
Tutoring for children,
obtaining devices for
remote learning



Enabling Transportation
Applying for reduced price bus
pass and special transportation
service (STS)



**Overcoming
Food Insecurity**
Food delivery



Housing Assistance
Accessing rent and utility
funding, and affordable
housing



Employment Support
Help finding job opportunities,
and applying for unemployment
benefits



**Addressing Financial
Issues**
Navigation to CARES Act and



**Only one person from a
total of 3000 household
members has expired
from COVID-19**¹⁹⁰



Research

Research at HWCOM

Achievements

1. Social Determinants of Health Research

- Internationally-recognized NeighborhoodHELP Program: a household-centered care model, to educate our MD and PA students on the socio-economic factors influencing healthcare in South Florida, and provide data to inform on best practices to improve the healthcare of the underserved.

2. Translational Glycobiology

- World-leading cancer glycobiology group; Founded a (*currently unofficial*) research center called the Translational Glycobiology Institute at FIU (TGIF). **This center now holds 30% of all National Cancer Institute funding dedicated to understanding how sugars drive cancer formation.**

3. Environmental Science and Toxicology

- World-leading experts on studies identifying microbial detoxifying mechanisms based on arsenic.

4. Immunology and Nano-Medicine

- World-leading nanotechnology group: Develop new nanomedicines for HIV/cancer/brain degenerative disorders that can effectively traverse the Blood-Brain Barrier

5. Genomic and Molecular Medicine

- NIH-funded investigations focusing on the development of novel reagent(s) to treat fibrosis/cancer

6. Behavioral Health

- HWCOM Psychiatry and BH are leading efforts to develop predictive models of suicide and depression

Research at HWCOM

Future Directions



1. Social Determinants of Health Research

- Obtaining new NIH-funded investigator-initiated outcomes research grants.

2. Translational Glycobiology

- Optimize work-flow to grow student/trainee/PI output; Develop clinical utility – FIU/Hospital partners

3. Environmental Science and Toxicology

- Develop new studies/grants on detoxifying mechanisms of environmental toxins; Collaborate with FIU units that focus on chemistry.

4. Immunology and Nano-Medicine – Emerging Preeminent Institute

- Build/develop new nanomedicine approaches/grants; Collaborations at FIU/Industry/Hospital partners

5. Genomic and Molecular Medicine

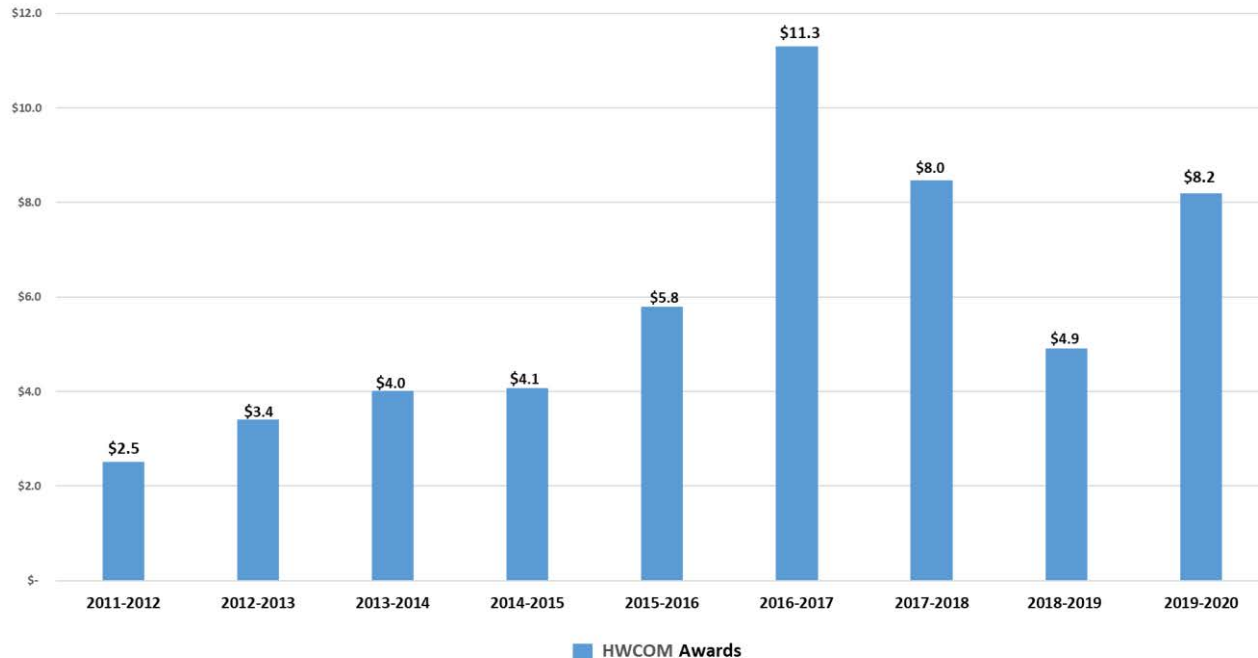
- Build/develop new anti-cancer approaches/grants; Collaborations at FIU/Industry/Hospital partners

6. Behavioral Health

- Develop a designated research group focusing on the molecular basis of psychiatric diseases; Leverage FIU/Hospital partners

Research at HWCOM *Funding*

HERBERT WERTHEIM COLLEGE OF MEDICINE
ANNUAL RESEARCH FUNDING RECEIVED



Strategy to Increase Research Funding

1. Education and Mentoring of Faculty
2. Increase of quality grant submissions *
3. Strategic Recruitment of Funded Faculty

*As of 2/28/2021: HWCOM has applied to (61) grants with a total award value of \$43.5M in FY 20/21

Graduate Medical Education (GME)

Graduate Medical Education Sponsoring Institution



2020

- Accreditation of HWCOT as a Sponsoring Institution for GME
 - BOT approval: April 2020
 - Committee work at FIU and HWCOT
 - ACGME mandatory policies created, approved
 - Application submitted: May 2020
- **Received Sponsoring Institution accreditation: October 2020**

Graduate Medical Education Residency Application: 2020-2021



The program is a collaboration between HWCOT-VAHCS with some training at JMH

- FIU GME Oversight Committee
 - HWCOT, Finance, HR, Legal, etc.
- Graduate Medical Education Committee established
 - HWCOT, VAHCS, and Legal
- Program Application submitted: December 15, 2020
- **Site visit: March 3, 2021**
- **Review Committee Meeting: Sept 11-13, 2021**

If approved, FIU will enter the Match on September 15, 2021 to recruit its first 6 residents. They will begin their training on July 1, 2022.

Graduate Medical Education Office of GME Support



- Aventura Health MC (HCA): Faculty appointments, EM residency program mentorship
- Baptist Health South Florida: Graduate Medical Education Committee, other committee membership
- Broward Healthcare System: Converted from American Osteopathic Association to Accreditation Council for Graduate Medical Education, faculty appointments
- Citrus Healthcare: GMEC, Faculty appointments, Psychiatry residency, IRB
- Kendall Regional MC (HCA): Faculty appointments, EM residency mentorship
- Memorial Healthcare System: Faculty appointments, accreditation mock site visit
- Miami-VAMC: Faculty appointments, IM faculty mentorship
- Mt. Sinai MC: Faculty appointments, mentorship for EM program faculty, collaborative work on grant application, medical student research projects

Marketing

Marketing Initiatives



FIU | Board of
Trustees

- Excellence in Medical Education
- Research and Reputation
- Community
- Diversity, Equity, and Inclusion

Excellence in Medical Education

Student Summer Research Fellowship



"Early Matches" highlight our student success.

<https://news.fiu.edu/2021/future-fiu-docs-celebrate-early-residency-matches>

Research and Reputation

Translational Glycobiology

Institute at FIU



Community, Diversity, Equity, and Inclusion



Community

HWCOC was a key collaborator in the university-wide vaccination effort.

<https://news.fiu.edu/2021/fiu-starts-covid-19-vaccinations>



Diversity

Award for diversity highlights HWCOC's commitment to diversity.

<https://news.fiu.edu/2021/college-of-medicine-wins-national-award-for-diversity>

HWCOM Clinical & Community Affairs

HWCOT Clinical & Community Affairs



- What we do:
 - The Division of Clinical & Community Affairs is responsible for creating and maintaining relationships with clinical partners to achieve HWCOT's educational, research, and community health goals.
- How we do it:
 - We work collaboratively across multiple HWCOT and FIU divisions to ensure that contracts not only meet strategic goals but also legal, compliance, accreditation, and regulatory sufficiency.

- Our Strengths and Opportunities:
 - As part of a community-based AHC, HWCOC has a wide range of clinical partners to meet emerging best practices in medical education, translational research, and community health impact.
- How we are leveraging these:
 - The resilience of our community-based model helped us meet our clinical educational goals during the 2020 lockdown. It further allowed us to pivot to novel approaches like virtual care.
 - We are open to partner with new healthcare entrants as disruption and innovation are anticipated in our sector.

- Our Weaknesses and Threats:
 - Competition for clinical educational sites is increasing in South Florida. For-profit medical schools routinely pay per student.
 - Performance-based payment models for physicians and hospitals compete with clinical teaching; consolidation of physician groups and hospital systems have reduced the number of traditional clinical partners.
 - Not having a primary partner has inhibited research and innovation.
- How we are mitigating these:
 - We are working to secure critical partnerships by creating mutual value and leverage.
 - We are considering a “strategic partner” status to achieve our goals.

**Florida International University
Academic Health Center
Health Care Network Faculty Group Practice,
Inc.
FIU-HCN**

HWCOM Faculty Group Practice at FIU Health Ambulatory Care Center (ACC)



- Located on the MMC campus is a teaching site for the Medical and Physician Assistant schools. It serves the community, and the faculty and staff of FIU. It is managed by FIU Health Care Network (FIU-HCN). FIU-HCN is governed by a Board of Directors. Then faculty group practice is a multispecialty clinic.
- Clinics remained opened during the pandemic, serving FIU and Miami-Dade community at large, administering COVID-19 tests, and offering telehealth services to patients.
- **Future:** Our proximate goal is to expand patient care and to develop a robust clinical trial unit (CTU), at the ACC. The CTU will enhance health care services that fulfill the needs of the FIU community and the community at large. The ACC was approved for its first clinical trial study led by Dr. Eneida Roldan as the principal investigator, on COVID-19 testing using ABBOTT laboratories technology.
- **Challenges:** Increasing competition from other clinical sites in the community. Other challenges include payor and reimbursement changes.

HWCOM

Office of International Affairs

Global Presence since inception (2013-2021)

The HWCOM international program has hosted 2,878 students from 52 countries and 300 Global institutions.



Future: Continue to expand global partnerships capitalizing on remote offerings.

Challenges: Travel restrictions due to COVID-19 and clinical sites capacity.

HWCOM COVID-19 Efforts

- Collaboration with Miami Dade County and Tamiami Fairgrounds-COVID-19 test site. Site opened April 8, 2020. Over 300,000 tests administered to date. Medical school faculty and students volunteered at the site.
- Medical school faculty participate in multiple media outlet platforms educating local, national and international community on COVID-19.
- Medical school faculty serve as advisory board to the County Mayor and other local and state officials.
- Medical school faculty participate in town halls, webinars and repopulation task force as leading experts on COVID-19.
- HWCOM investigators are undertaking COVID-19 related basic and clinical research and are participating in NIH grants focused on COVID-19.
- HWCOM-led FIU Vaccination site. Medical school faculty and students serve as volunteers at the site. A total of 2,335 vaccines administered in accordance with the Governor's Executive Order.

Office of Diversity, Equity, Inclusivity, and Community Initiatives

Monthly Learning Opportunities

The Herbert Wertheim College of Medicine
Office for Diversity, Equity, Inclusion, and Community Initiatives

Diversity Leadership Series

Featuring **Carrie M. Smith, MD, FACP**

Delivering the Best

Wednesday, Oct 21 • 9:00 PM

Register using the link below:
<https://tiny.cc/ucwvrtwngw>

FIU

The Herbert Wertheim College of Medicine
Office for Diversity, Equity, Inclusion, and Community Initiatives

Diversity Leadership Series

Featuring **Mr. Dave Lawrence**

How to Lead a Meaningful Life With an Imperative of Social Justice

Wednesday, Dec 9 • 12:00 PM

Register using the link below:
<https://tiny.cc/ucwvrtwngw>

FIU

FIU The Herbert Wertheim College of Medicine
Office for Diversity, Equity, Inclusion, and Community Initiatives

Diversity Leadership Series

Featuring **Dr. Shantel Brown**

Next Steps for the World: Joy, Medicine, and Radical Uncertainty

Tuesday, Sep 8 • 12:00 PM

Register using the link below:
<https://tiny.cc/ucwvrtwngw>

FIU

FIU The Herbert Wertheim College of Medicine
Office for Diversity, Equity, Inclusion, and Community Initiatives

Diversity Leadership Series

Featuring **Dr. Michael Brown**

Delivering the Best

Tuesday, Nov 10 • 12:00 PM

Register using the link below:
<https://tiny.cc/ucwvrtwngw>

FIU

The Herbert Wertheim College of Medicine
Office for Diversity, Equity, Inclusion, and Community Initiatives presents...

CURRENT CONVERSATIONS: Women in Medicine

Friday, November 19th • 5:00 PM

Anita Pattaway-Tyler, MD
Teresa Raquel Cogan, MD
Cristina Ceballos-Soliman, MD
Stephany Charles, MD, MS

Register using the link below:
<https://tiny.cc/ucwvrtwngw>

FIU

The Herbert Wertheim College of Medicine
Office for Diversity, Equity, Inclusion, and Community Initiatives presents...

CURRENT CONVERSATIONS: Women in Medicine

Friday, November 19th • 5:00 PM

Anita Pattaway, MD
Beth Crapp, MD
John Williams, MD
Chris Brown, MD

Register using the link below:
<https://tiny.cc/ucwvrtwngw>

FIU

UNITED FUTURE OF AMERICA

JANUARY 29, 2021 AT 4 PM

We want to invite the FIUCOM community to this important event to listen, learn, and more importantly hold space together respectfully. The first step to saving our democracy is to start talking again.

Speakers:

- Dr. Hung Nguyen, MD, Broward Health Psychiatrist at Bernard K. Shick Center
- Aaron McKinney, Co-founder and Chair of the Black Collective
- Rene Garcia, Republican Party Chair State Courts
- Dr. Miriam Weinmann, JD, LM Clinical Professor of Law and Bio

In collaboration with:
FIU and Washington, FIU's Office for Diversity, Equity, Inclusion, and Community Initiatives (DEICI), Diversity Advisory Council (DAC) and the College of Law at FIU.

FIU

Pipeline Programs



FIU Herbert Wertheim College of Medicine
DOCTORS OF TOMORROW
 MAY 17 - 21, 2021

The DOT Program is an intensive one-weekend (Sat-Sun) academic enrichment summer enrichment program. The primary goal of the program is to increase the number of disadvantaged and underrepresented applicants gaining entrance to medical school. Students come to campus daily from Monday morning through Friday afternoon.

Program Highlights

- Academic Enrichment
- Clinical Medicine
- Communication Skills
- Counseling and Mentoring
- Learning Skills
- Professional Development

Program Eligibility

- Florida Resident
- US Citizenship or US Permanent Resident
- High School
- Underrepresented in medicine (UR/MI) OR
- First generation college student OR
- Low socioeconomic status (SES)

Academic Requirements

- Minimum 2.0 or 3.0
- Minimum completion of 40 credits
- Minimum completion of two semesters of Biology and two semesters of Chemistry

APPLICATION CLOSES ON MARCH 5, 2021!

For more information on this exciting event, visit <http://dot.med.fiu.edu>

DOT Funding: Florida Blue \$30,000/yr



F-STAR
 Partner Institutions

The poster features the F-STAR logo, a caduceus, and logos for partner institutions including Florida State University, University of South Florida, and others.

FSTAR Funding: DHHS \$390,000/yr (ends 7/31)



Herbert Wertheim College of Medicine
 Office of Diversity, Equity, Inclusivity, and Community Initiatives

Albert E. Dotson, Sr. Pipeline Program for Least Represented in Medicine

Must be a current FIU student or graduate

What We Offer:

- Incentives and scholarships to medical school
- Help with study and test-taking strategies
- Mentoring and networking opportunities
- Guidance on the medical school application process AND MORE!

Application Deadline: November 15, 2020

For more information and/or an application, contact Dr. Barbara Butler at barb@fiu.edu

FIU Herbert Wertheim College of Medicine

Dotson Funding: Tano Foundation \$50,000/yr



STEM SATURDAY

Herbert Wertheim College of Medicine
 Office of Diversity, Equity, Inclusivity, and Community Initiatives

STEM SATURDAY
 Education and Pipeline Program

Free for FIU students and graduates with FIU undergraduate and medical students
 BY ZOOM - September - December
 10:00am - 12:00pm
 Ages 5 to 18 welcome

What We Offer:

- Incentives and scholarships to medical school
- Help with study and test-taking strategies
- Mentoring and networking opportunities
- Guidance on the medical school application process AND MORE!

Application Deadline: November 15, 2020

For more information and/or an application, contact Dr. Barbara Butler at barb@fiu.edu

FIU Herbert Wertheim College of Medicine

STEM Saturdays Funding: Florida Blue, NMA/JWBMS \$2,000/yr

Successes

- Launched Albert E. Dotson, Sr. pipeline program for least represented in medicine
- 2020 AQA Award for Excellence in Inclusion, Diversity, and Equity in Medical Education and Patient Care.
- STRIDE-hiring training over 95% attendance
- Faculty training on implicit bias and microaggression
- Pipeline program funding: \$472,000
- Other grants: Association of Black Cardiologist 50,000 (2 years), Student National Medical Assn \$3,000
- Health Foundation of South Florida /JWBMS-\$500
- Provided a platform for discussion on racial and political differences

Challenges

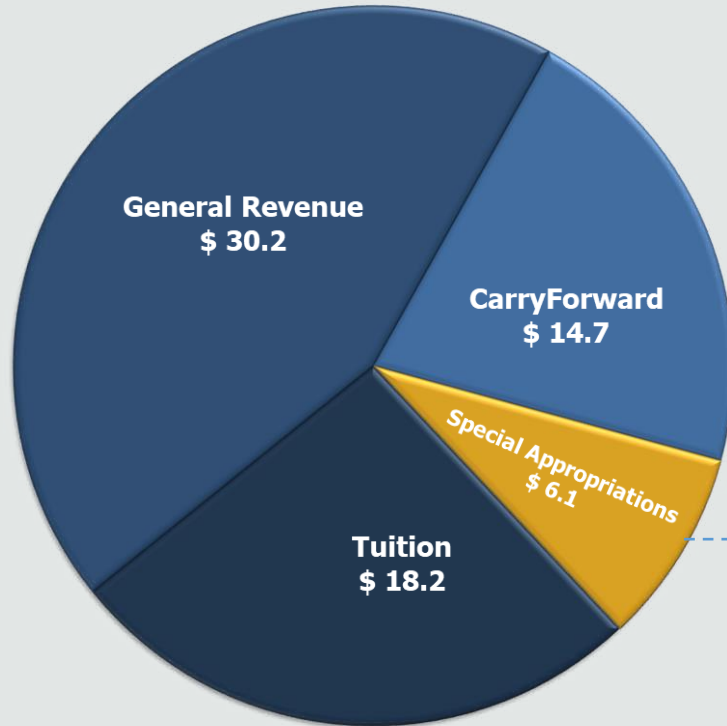
- General Operations: Staff funding
- Implementing COM diversity training programs for all faculty, staff and students
- Ensuring a diverse and inclusive learning environment.
- Tracking pipeline outcomes
- Hiring gaps in ethnic representation among faculty and staff
- Admitting students which address ethnic representation gaps
- Aligning with the university's equity action initiatives
- Extending pipeline programs to begin at elementary school
- Achieve grant funding for the elementary school pipeline program.
- Achieve grant funding to support additional pipeline programs, and to expand current programs.
- Obtain support for expansion of office staff necessary to accelerate community initiatives.

HWCOM BUDGET

HWCOM EXPENDITURES BUDGET

State Funding Sources

Total \$69.5 Million



CarryForward

▪ 7% Statutory Reserve	\$ 3.6
▪ GME Restricted by Appropriation	\$ 3.6
▪ Research Start-up Packages	\$ 3.5
▪ Tuition Remission	\$ 2.2
▪ Active Learning Classroom	\$ 1.2
▪ Other Non-Recurring Investments	\$ 0.6

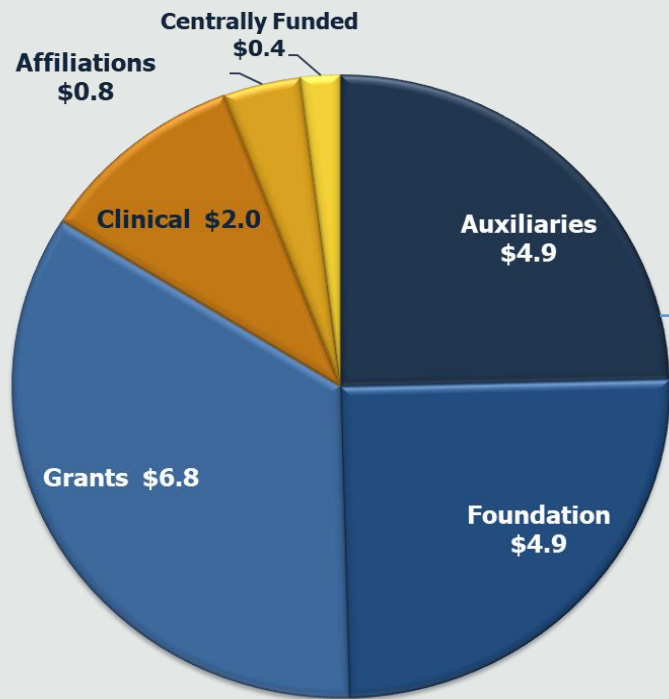
Special Appropriations

▪ DOE HWCOM Neuroscience	\$ 1.5
▪ DOE HWCOM GME	\$ 0.8
▪ DOE FIU Prof & Graduate Excellence	\$ 1.3
▪ DOH HWCOM NHELP	\$ 2.5

HWCOM EXPENDITURES BUDGET

Other Funding Sources

Total \$19.7 Million



Auxiliaries

▪ PA Program	\$ 3.5
▪ BioMed Certificate	\$ 0.8
▪ Computer Fee	\$ 0.3

Foundation *

▪ GFFNeighborhoodHELP	\$ 2.2
▪ Scholarships	\$ 0.9
▪ Research	\$ 0.5
▪ Endowments (not included above)	\$ 0.8
▪ Other Gifts	\$ 0.5

* HWCOM Endowments are valued at \$60.6 Millions as of June 30, 2020

HWCOM BUDGET

Financial Highlights



- One-time investments in:
 - **\$ 1.0M** Education Software and Equipment:
 - **\$ 1.2M** Conversion of fixed seating auditorium to an active learning classroom format (*renovation in progress at present*)
 - **\$ 300K** Facilities repairs including several classrooms and study rooms chairs and tables (*in progress*)
 - **\$ 3.5M** Start-up funding for research faculty
- Hire social media position and development position to improve College of Medicine visibility and philanthropy.
- Goal to maintain annual graduating medical student debt within range*
- Contingency Plan for potential legislative E&G cuts:
 - Ongoing evaluation and prioritization of hires and salary actions
 - Review all separations for optimization of available resources

* *No longer under student debt monitoring by the LCME*

HWCOM BUDGET

Employee Breakdown

Full-Time Equivalent (FTE'S)

Employee Type	Budget
Faculty	154.31
Administrative	205.38
Staff	81.22
Total FTE's	440.91

Thank you!



WORKSHOP