



# **FLORIDA INTERNATIONAL UNIVERSITY**

## **BOARD OF TRUSTEES**

### **FULL BOARD MEETING**

Monday, October 23, 2017  
10:00 am  
Florida International University  
Modesto A. Maidique Campus  
Graham Center Ballrooms

### **AGENDA**

- |   |                    |
|---|--------------------|
| 1. Call to Order and Chair's Remarks  | Chair Claudia Puig |
| 2. Foundation Report  | Richard Brilliant  |
| 3. Public Appearances   | Claudia Puig       |
| 4. President's Report   | Mark B. Rosenberg  |
| 5. Action Items   |                    |
| BT1. Ratification of the Amendment to the 2015-2018 Collective Bargaining Agreement between The Florida International University Board of Trustees and The United Faculty of Florida (UFF) – FIU Chapter* | Kenneth G. Furton  |
| BT2. Honorary Degree Nomination   | Kenneth G. Furton  |
| 6. Discussion Items   |                    |
| 6.1 Update on State Fiscal Situation and Other Matters  | Kenneth A. Jessell |
| 6.2 Hurricane Redux   | Mark B. Rosenberg  |
| 7. New Business <i>(If any)</i>   | Claudia Puig       |
| 8. Concluding Remarks and Adjournment   | Claudia Puig       |

*\*pending ratification by the United Faculty of Florida – FIU Chapter*

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Agenda Item 5

BT1

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

October 23, 2017

**Subject: Ratification of the Amendment to the 2015-2018 Collective Bargaining Agreement between The Florida International University Board of Trustees and The United Faculty of Florida (UFF) – FIU Chapter\***

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**Proposed Board Action:**

Ratify the amendment to the 2015-2018 Collective Bargaining Agreement between Florida International University Board of Trustees (BOT) and the United Faculty of Florida (UFF) – FIU Chapter. Amendments have been made to the following section:

- Article 11: Salaries
- 

**Background information:**

At FIU, 72% of the faculty are in-unit faculty members who are governed by the Collective Bargaining Agreement.

Representatives of the BOT and the UFF have engaged in collective bargaining negotiations to discuss the terms and conditions of employment that will govern personnel who fall within the bargaining unit represented by the UFF. The bargaining teams have reached an agreement in regards to salary increases for 2017-2018 as outlined in Article 11 of the 2015-2018 BOT-UFF Collective Bargaining Agreement.

Florida Board of Governors Regulation 1.001(5)(b) provides that each board of trustees shall act as the sole public employer with regard to all public employees of its university for the purposes of collective bargaining, and shall serve as the legislative body for the resolution of impasses with regard to collective bargaining matters.

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**Supporting Documentation:** BOT-UFF Term Sheet

Draft Amended Article 11 of the 2015-2018 BOT-UFF  
Collective Bargaining Agreement

**Facilitator/Presenter:** Kenneth G. Furton

*\*pending ratification by the United Faculty of Florida – FIU Chapter*

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## **BOT-UFF TERM SHEET**

Term:	2015-2018
Articles:	The following salaries article within the collective bargaining agreement was revised as noted below.
Salaries	<ul style="list-style-type: none"><li>• Effective at the beginning of the faculty contract for 2017-18 all eligible faculty members who have been continuously employed as of January 3, 2017 will receive a one percent (1.00%) retention increase to their base salary with a minimum increase of \$750.00.</li><li>• Faculty members earning less than \$65,000 will receive a \$250.00 one-time bonus.</li></ul>

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## ARTICLE 11 SALARIES

~~11.20 2016-2017 Salary Increases.~~ The salary increases represented in 11.1(a) and (b) are derived from eighteen point four percent (18.4%) of the total performance funding that FIU received for the 2016-2017 performance outcomes.

11.1 (a) 2016-2017 2017-2018 Retention Increase. Effective on January 14, 2017 the faculty contract start date for the 2017-18 academic year, all eligible employees who were employed ~~prior to~~ on or before July 1, 2016 January 3, 2017 and who are continuously employed ~~through January 1, 2017~~ through the effective date of the increase and are not in receipt of a notice of termination or non-reappointment shall receive a one percent (1.00%) retention increase to their base salaries, with a minimum increase of ~~\$800~~ \$750.00. Additionally, for those faculty earning less than \$65,000 there will be a \$250.00 one-time bonus.

~~(b) 2016-2017 Department Merit.~~ The University shall provide merit pay funding totaling one half of one percent (0.50%) of the total bargaining unit base salary payroll, as it existed on the last full pay period of the 2015-2016 Academic Year on a pro rata basis to departments/units, as their base salary payroll existed on the last full pay period of the 2015-2016 Academic Year. The funds provided shall be distributed to employees within each department or academic unit consistent with the criteria and procedures set forth in the BOT-UFF Policy concerning Employee Performance Evaluation and effective on January 14, 2017. If merit criteria apply to the entire college/school, the college/school is the unit. All employees are, or upon appointment will be, assigned to an existing department/unit. To be eligible the employee must have been continuously employed prior to July 1, 2016.

**11.2 2015-2018 Convocation Awards.** At the annual Faculty Convocation the FIU Board of Trustees or designee may provide to employees one-time awards totaling no more than 0.16% of the total employee payroll as of the end of the prior Academic Year for special achievements, including awards for teaching, research, service, mentorship, librarianship and advising, according to the selection procedures established by the Faculty Senate. No later than July 30 of each year, the University shall provide the local UFF chapter a listing of such awards showing the name and department of each employee given an award during the previous academic year and the amount and nature of the award.

**11.3 2015-2018 Discretionary Awards and Increases.** During the 2015-2016 academic year, the 2016-2017 academic year, and the 2017-2018 academic year, the FIU Board of Trustees or designee may provide additional salary increases and/or one-time awards totaling no more than one percent (1.0%) of the total employee payroll as of the last full pay period of the prior academic year. These increases may be provided for market equity considerations, including verified counteroffers and compression/inversion; increased duties and responsibilities; special achievements; Summer Faculty Research Awards; litigation/settlements; and similar special situations. No later than July 30 of each year, the University shall provide a listing of the distribution of these funds to the local chapter of

UFF. This list will provide the name and department of the employee and the date, amount and nature of the award or salary increase during the prior academic year.

**11.4 Promotion Increases.** Effective at the beginning of the academic year in which their promotions are effective, employees shall be awarded promotion increases as follows:

- (a) To Assistant University Librarian or Assistant Professor, a nine percent ( 9%) increase;
- (b) To Senior Lecturer, Senior Instructor, Research Associate, Associate Scholar/Scientist/Engineer (Research Associate Professor), Associate University Librarian, or Associate Professor, a twelve percent (12%) increase;
- (c) To University Lecturer, University Instructor, Scholar/Scientist/Engineer (Research Professor), University Librarian, or Professor, a fourteen percent (14%) increase.
- (d) Employees who received a promotion increase at the beginning of academic year 2016-2017 shall receive an additional two percent (2%) increase to their base salary as of January 14, 2017 calculated on the salary of August 19, 2016, prior to the application of the promotion increase of fall 2016.

**11.5 Notification to Employees.** All employees shall receive notice of their salary increases on the Salary Increase Notification Form attached as an Appendix to this Agreement not later than two weeks prior to implementation of the salary increases described in this article. Upon request, an employee shall have the opportunity to consult with the person or committee that makes the initial recommendation for salary increases.

**11.6 Contract and Grant-Funded Employees.**

- (a) Employees on grants or contracts shall receive salary increases equivalent to similar employees on regular funding, provided that such salary increases are permitted by the terms of the contract or grant and adequate funds are available for this purpose in the grant or contract. In the event such salary increases are not permitted by the terms of the contract or grant, or in the event adequate funds are not provided, the President or representative shall seek to have the contract or grant modified to permit such increases.
- (b) Nothing contained herein shall prevent employees whose salaries are funded by grant agencies from being allotted raises higher than those provided in this Agreement.

**11.7 Report to UFF.** Except as otherwise provided in this Article 11, no later than 30 days after any increases or bonuses are implemented, the University shall make available to the local chapter of the UFF, in machine-readable format, accurately by category, all increases provided pursuant to this Article, showing for each employee the employee's department, rank, gender, the base salary prior to the increase, the amount of the salary increase or merit bonus provided and the base salary after the salary increase.

**11.8 Type of Payment.**

- (a) For the academic year, duties and responsibilities assigned by the University to an employee that do not exceed the available established FTE for the position shall be compensated through the payment of Salary, not by OPS.
- (b) For the academic year, duties and responsibilities assigned by the University to an employee that are in addition to the available established FTE for the position shall be compensated through OPS and not Salary.

**11.9 Grievability.** The only issues to be addressed in a grievance filed pursuant to the Article on Grievance Procedure alleging violation of this Article are whether there is unlawful discrimination under Article 6, or whether there is an arbitrary and capricious application of the provisions of one or more sections of this Article.

**11.10 Eligibility.** Except as otherwise specified in this Article, an “eligible employee” for the purposes of this Article shall be defined as an employee who has received at least a satisfactory rating overall on his or her most recent annual evaluation. Where no evaluation was given for assigned responsibilities, performance shall be presumed to have been at least satisfactory overall. Employees on paid or unpaid leave who have not had assigned responsibilities during all or part of the previous Academic Year shall be presumed to have been at least satisfactory overall for purposes of qualifying as an “eligible employee” for purposes of this Article.

**11.11 Distinguished University Professor.** The Provost shall designate up to five Distinguished University Professors each year and the individuals selected will each receive a \$5,000 base salary adjustment as part of the annual salary increase process in the academic year following their selection as Distinguished University Professors. The Provost, in accordance with the university governance process and subject to consultation with UFF, shall determine the criteria and procedures.

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Agenda Item 5

BT2

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

October 23, 2017

**Subject: Honorary Degree Nomination**

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**Proposed Board Action:**

Endorse Dr. Ahmed Mubarak Al Mazrouei as a recipient of a doctoral degree *honoris causa* from Florida International University.

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**Background Information:**

The nomination was recommended by the Faculty Senate on Tuesday, June 13, 2017.

The nominee was approved by the University President and Provost to receive an honorary degree at Commencement.

Florida Board of Governors Regulation 3.004, Honorary Degrees, provides that each university board of trustees shall establish policies and procedures for recommending candidates for honorary degrees.

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**Supporting Documentation:**

Nomination Letter for Dr. Ahmed Mubarak Al Mazrouei  
Curriculum Vitae, Dr. Ahmed Mubarak Al Mazrouei  
Professional Profile, Dr. Ahmed Mubarak Al Mazrouei

**Facilitator/Presenter:**

Kenneth G. Furton

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April 25, 2017

Eric S. Dwyer, PhD, Chair  
Honorary Degrees and Awards Committee  
c/o FIU Faculty Senate Office  
Florida International University  
11200 SW 8 Street, PC 225  
Miami, FL 33199


**RE: Support for nomination of Ahmed Mubarak Al Mazrouei, MBBS, for a doctor of medicine honoris causa from FIU**

Dear Dr. Dwyer,

Thank you for your advice on strengthening our nomination of Ahmed Mubarak Al Mazrouei, MBBS, for a doctor of medicine honoris causa from FIU. As you suggested, the attached list provides additional signatures from HWCOM faculty and staff in support of this nomination. Our Faculty Assembly fully supports this nomination, and additional signatures can be obtained if you feel it will further strengthen the nomination.

Dr. Al Mazrouei has demonstrated a substantial record of scholarship and achievement. The values espoused by his work in advancing health care, health insurance, and health education in the United Arab Emirates align with the values of FIU, as reflected in the university's strategic initiatives. Granting the proposed honorary degree to Dr. Al Mazrouei will recognize and honor his achievements, will strengthen our relationships with the United Arab Emirates, and will underscore our commitment to building partnerships in health education through the FIU Academic Health Center.

Sincerely,



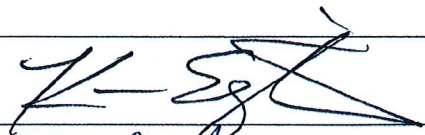
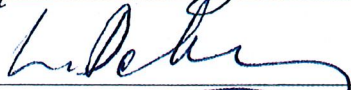

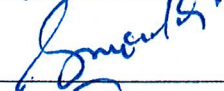
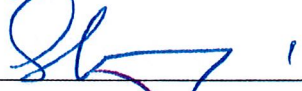

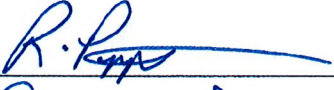
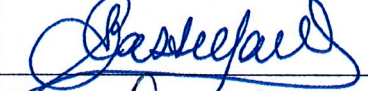
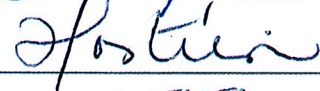
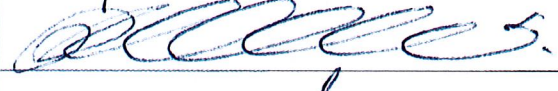
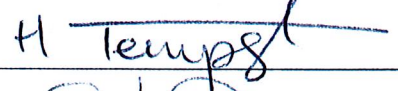
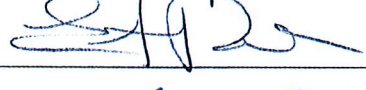

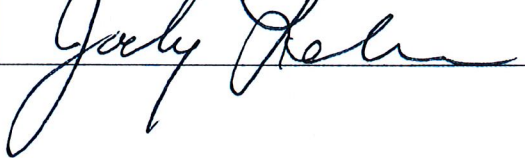
John A. Rock, M.D.  
Founding Dean  
Sr. Vice President for Health Affairs

**HERBERT WERTHEIM COLLEGE OF MEDICINE**


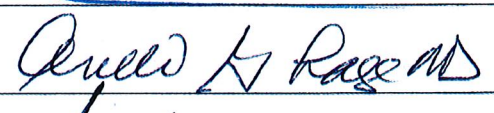

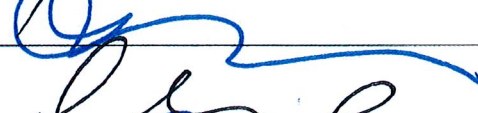
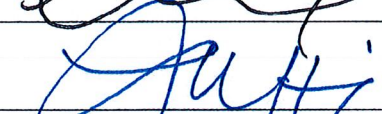
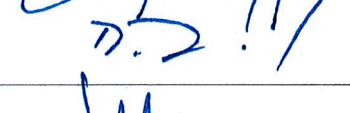

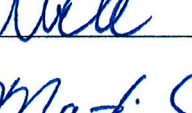
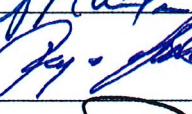

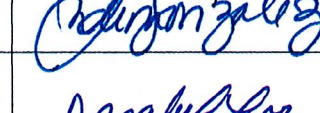
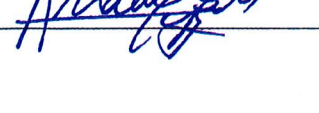


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medicine.fiu.edu

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By signature below, I support the nomination of Ahmed Mubarak Al Mazrouei, MBBS, for a doctor of medicine honoris causa from FIU.


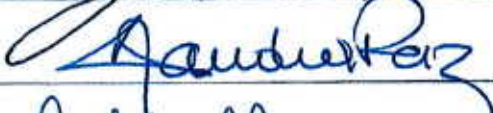
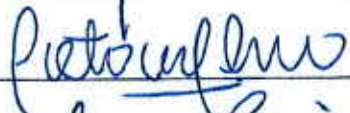
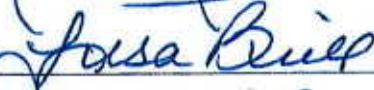
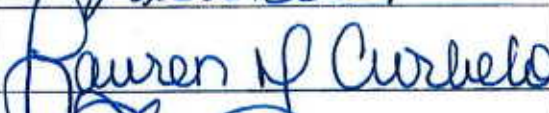










NAME	SIGNATURE
KARIN ESPOSITO, MD, PhD	
Luda Dolinsky	
David Brown MD	
Saby Mouluk, PhD	
Seza Guler, MD	
Erny Whisenant MD	
ROBERT Poppiti MD	
Amber A. Castellano Sanchez	
Jenny Forton	
Gagani Athauda	
HELEN TEMPEST	
Emily Pernas	
LEONARD GRALNIK, MD, PhD	
Jody Lehman	

By signature below, I support the nomination of Ahmed Mubarak Al Mazrouei, MBBS, for a doctor of medicine honoris causa from FIU.

NAME	SIGNATURE
Jorge Camilo Mora, MD	
Onelia G. Lage MD	
RODOLFO BONNIN MD	
Laura Creci	
TATIANA FELIX	
LIANE MARTINEZ	
DEBORAH TAVERA	
JOHANNA DIAZ	
Antonella Costantino	
Martin Ingram-Petty	
Raiza Osorio	
ISA RAMDAS	
Indira Gonzalez	
Anabel Lopez	



By signature below, I support the nomination of Ahmed Mubarak Al Mazrouei, MBBS, for a doctor of medicine honoris causa from FIU.

NAME	SIGNATURE
Justus Bowe	
Claudia Paz	
NATACHA ALONSO	
Lisabrill	
Lauren M. Curbelo	
Lisbet Caveda	
Trudie Chin	
Justin Forest	
Elliana Lopez	
Yasmira Lopez	
MARIA MESAUSA	
Maelyn S. Norin-Liedke	
Oscar Otero	
Charlene Shah Perez	
David Rodriguez	

## Curriculum Vitae

Ahmed Mubarak Al Mazrouei MD



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United Arab Emirates

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### **PROFESSIONAL OBJECTIVE**

To acquire the academic knowledge, professional skills and managerial awareness that are required to positively contribute to the modernization and development of the Government of Abu Dhabi.

### **Current Positions and Appointments**

**Chairman, Private Department of the President (Minister of State):** August 2016 – present

- The Private Department of the President was established under Federal Law Decree #2/2016 and reports to the Minister of Presidential Affairs.
- Mandated to oversee and manage any rights, fixed and movable assets, funds and investments of the President, either inside the UAE or abroad.
- May establish or hold shares in all companies in the UAE or abroad and may transfer all aforementioned rights and assets to these companies.

**Member, Executive Council, Emirate of Abu Dhabi (Minister):** Dec 2006 - present

- One of fifteen ministers of the Executive Council. Compared to the United States Model, position is equivalent to a Cabinet Position.
- General policy provided by the President, H. H. Sheikh Khalifa bin Zayed al Nahyan
- Executive Council chaired by the Crown Prince, H. H. Sheikh Mohammed bin Zayed al Nahyan
- Council oversees and directs all authorities and departments (ministries) in the Emirate of Abu Dhabi through review and approval of all planning, development, policy, annual budget projections, monitoring of legal and system performance, establishment and development of all departments.



**Secretary General of Executive Council of Abu Dhabi:** Nov 2011 – present

**Deputy Secretary General of Executive Council of Abu Dhabi:** Nov 2009 – Nov 2011

- The General Secretariat is the administrative body entrusted to propose policies and strategies to be decided by the Executive Council.
- Secretary General is the highest authority responsible for managing the Executive Council's day to day activities of preparation, presentation, implementation and follow up.
- Planned and directed the total re-formation of the General Secretariat to be closely aligned with the needs of the Executive Council, organized in sectors to provide support to the Sub-Committees of the Executive Council, i.e. Human Capital, Infrastructure and Environment, Social and Economic. Each sector providing review and analysis of proposals, monitoring of government entity performance specific to the sector.

**Member, Supreme Petroleum Council:** March 2016 - present

- The Supreme Petroleum Council was established under Law No. (1) of 1988 and is the superior authority responsible for the petroleum industry in the Emirate of Abu Dhabi.
- Upon establishment, received all roles, duties and authorities of the Board of Directors of the Abu Dhabi National Oil Company (ADNOC) and the Petroleum Department, which mainly includes upholding provisions of Law No. (8) of 1978 regarding preservation of petroleum resources.
- The council formulates and oversees implementation of the Abu Dhabi petroleum policy.
- Follows up and monitors implementation across all areas of the petroleum industry to ensure that set goals are accomplished.

**Chairman, Fiscal Policy and Budgeting Bureau:** May 2010 (Inception) – present

- Reports to Crown Prince, H. H. Sheikh Mohammed bin Zayed al Nahyan.
- Jurisdiction over all functions and authorities related to financial policy and general budget of the governmental entities, including entities affiliated to the Crown Prince.
- The connecting link between the Department of Finance and Executive Council.
- Study, discuss and propose to Executive Council:
  - Emirate financial policy and general budget.
  - Annual plans and estimations of Emirate general budget and investment of surplus
  - Proper financing means for major governmental projects.
  - General policy regarding financial responsibility and maintaining fiscal stability.
  - Means of integrating financial and strategic plans.
- Specify:
  - Spending priorities.
  - Public debt and governmental spending ceiling.
- Study and issue:
  - Recommendations related to major economic issues
  - Budgets requested by companies wholly owned by government.

**Chairman, Claims Committee, Executive Council of Abu Dhabi:** June 2008 – present

- Claims Committee is responsible for review, analysis and recommendation to Executive Council regarding Financial claims lodged against the Government of Abu Dhabi/Entities.

## **Previous Positions and Appointments until request presented to Higher Leadership for Successor.**

### **Chairman, Etihad Aviation Group:** April 2015 (Inception) – March 2016

- Inaugural chairman of the Etihad Aviation Group Board to lead and direct the transition from a single entity airline to a wider global aviation group.
- The transition moved the Etihad Airways Company from a passenger and cargo airline to an expanded and diversified operations with eight subsidiaries, some of which are outside the core airline business.

### **Chairman, Executive Committee of Executive Council:** May 2014 – February 2016

- The Executive Committee was formed, with limited financial powers, to decide on the projects submitted to the Executive Council.
- The Executive Committee has the power to make all project-related decisions, such as negotiations, change orders, etc. It coordinates with relevant entities to study the subjects that should be elevated to the Executive Council, such as Laws. The Executive Committee oversees the implementation of its resolutions through the General Secretariat.

### **Chairman, Abu Dhabi Water & Electricity Authority (ADWEA):** Dec 2010 – February 2015

- Incorporated in March 1998 to replace former Water & Electricity Department
- Wholly owned by Abu Dhabi Government, maintaining separate legal, financial and administrative independence.
- Oversight and direction of planning and implementation of government policy related to water and electricity in the Emirate, including privatization of sector. .
- Manages the affairs of wholly owned subsidiaries responsible for different activities in the water and electricity sector:
  - Al Mirfa Power Company – AMPC
  - Abu Dhabi Water and Electricity Company – ADWEC
  - Abu Dhabi Transmission and Dispatch Company – TRANSCO
  - Abu Dhabi Distribution Company – ADDC
  - Al Ain Distribution Company – AADC
- Holds 60 percent of equities in the following independent Water and Power Producers:
  - Emirates CMS Power Company
  - Gulf Total Tractebel Power Company
  - Shuweihat CMS International Power Company
  - Arabian Power Company
  - Taweelah Asia Power Company
  - Emirates Semcorp Water & Power Company
  - Fujairah Asia Power Company
  - Shuweihat S2



**Chairman, Federal Authority for Nuclear Regulation (FANR):** Oct 2009 (Inception) – Nov 2014

- FANR is the independent federal government body responsible for regulating and licensing nuclear activities in the United Arab Emirates.
- Oversight and direction of planning and implementation of policies regulating and licensing of nuclear activities in the UAE including the nuclear power program, radioactive material and radiation sources used in medicine, research, oil exploration and other industries.

**Chairman, Civil Service Council:** Dec 2008 – May 2014

- Established to address and resolve civil service issues for Abu Dhabi government entities governed by Civil Service Law.
- Sets regulations to standardize job qualifications and performance monitoring, while ensuring efficiency and achievement of desired productivity levels of human capital.
- Oversight and direction of planning and implementation of policies related to human capital for entities governed by Civil Service Law. Includes review and decision regarding recommendations for changes to organization structure, promotion, demotion, discipline, employee grievances.
- Oversight of extensive draft amendments to Civil Service Law.

**Chairman, Health Authority – Abu Dhabi (HAAD):** Dec 2006 – Aug 2011

**Chief Executive Officer:** Oct 2005 – Jan 2008

- Chairman position equivalent of Minister of Health for the Emirate.
- Decree to devolve the General Authority for Health Services for the Emirate of Abu Dhabi into the Health Authority – Abu Dhabi – February 2007. Decree outlines rights and responsibilities as a separate entity.
- Responsible for all aspects of public and private sector health care in the Emirate of Abu Dhabi, serving over 2.8 million National and expatriate residents.
- Directed the transition of a bureaucracy controlled, publicly funded health system into a modern decentralized health system with an independent regulatory function, universal health insurance and a maximum of private sector involvement to ensure delivery of world class health care to present and future generations in the Emirate.
- Oversight and direction of planning and re-development of regulatory system for private and publicly funded health care in the Emirate of Abu Dhabi, including implementation of policies for inspection and monitoring of the health provision and health insurance sectors.

**Chairman, Department of Civil Service:** Dec 2008 – June 2009

- Oversight and direction of planning and deployment of transition of departmental functions and human resources to the General Secretariat of the Executive Council/other identified entities.



**Chairman, Abu Dhabi Health Services Company (SEHA):** April 2007 (Inception) – April 2009

- SEHA is an independent public joint stock company founded to manage the curative activities of the public hospitals and clinics of the Emirate of Abu Dhabi. Establishment of SEHA is part of Government of Abu Dhabi's healthcare sector reform initiatives and represents another step in the realization of the vision to provide the people of Abu Dhabi with healthcare services that compare favorably with the best in the world.
- Direction of planning, company set up and implementation of policies, organization structure, budgeting, etc. related to the development of the company and the publicly funded health care delivery system (5 tertiary/6 secondary care hospitals; 52 primary healthcare clinics).
- Company performance benchmarked against international standards with measurement of effectiveness in improving accessibility, affordability, choice and patient satisfaction.

**Chairman, National Health Insurance Company (Daman):** Nov 2005 (inception) – April 2009

- Directed the development and implementation of the first of its kind mandatory health insurance program within the UAE, to be effective April 2006
- Directed coordination between strategic partners, HAAD and Munich Re in the development of Health Insurance By-laws, policies & procedures and regulatory oversight.
- Prepared for IPO

**General Authority for Health Services for Emirate of Abu Dhabi**

(Devolved into Health Authority – Abu Dhabi)

**Acting Chairman, Executive Committee:** Mar 2005 – Sep 2005

- Executive Committee responsible for all aspects of public and private healthcare in Emirate of Abu Dhabi
- Upgraded each public hospital to achieve Joint Commission for International Accreditation standards
- Management of over 8,500 employees, with addition of former operational functions of UAE Ministry of Health within the Emirate of Abu Dhabi, including pharmacies.

**Director, Health Audit and Improvement Division:** Aug 2004 – Sep 2005

- Division responsible for direction and implementation of standardized framework and reporting for Quality Management, Compliance/Audit and Accreditation Standards in publicly funded hospitals.

**General Secretary, GAHS Board of Directors:** Jan 2003- Aug 2005

- One of two Directors appointed as members with responsibility of liaison to Board of Directors for purpose of communicating GAHS concerns and requirements.
- Represented the collective views of the GAHS Directors, independent of the General Manager.
- Developed and implemented transition plan to move operations and human capital from International management company into GAHS. Seamless transition.

**Director, International Affairs Division:** Oct 2002 – Jul 2004

- Responsible for three tertiary care hospitals (public) in Emirate of Abu Dhabi with management of over 5,500 employees.
- Directed upgrade of hospitals to Joint Commission for International Accreditation standards.
- Project leader for new 152 bed hospital.

**On-Site CEO, Sheikh Khalifa Medical Center:** Sep 2002 – Jan 2004

- SKMC was a western managed 220 bed tertiary care hospital with over 1,400 employees.
- Participation in executive level management planning and decision making.
- Center is now part of the part of the Sheikh Khalifa Medical City managed by Cleveland Clinic.

**Chairman, Candidate Review Committee (CRC):** Jul 2002 – Aug 2005

- CRC reviews and approves credentials and experience of all professionals desiring employment with the GAHS Hospitals.
- Developed and implemented the Personnel Qualifications and Requirements (PQR) manual. Updated versions continue to be the sole source for credentials and experience validation for all health care professionals within the Emirate of Abu Dhabi.
- Chairman reviews and approves waivers and special requests.

**Director, Medical Programs, Health Affairs Division:** Jan 2002 - Sep 2002

- Developed plan for upgrade of three tertiary care hospitals to meet international accreditation standards.
- Developed budget and commissioning plan for Al Rahba Hospital
- Managed special programs as requested

**Resident Physician, Sheikh Khalifa Medical Center:** Jun 2001 – Dec 2001

- Enrolled in the UAE post-medical school residency program for General Medicine

**Leadership Roles**

**Chairman, Health Insurance Founders Committee, Emirate of Abu Dhabi:** Mar 2005 – 2007

- Develop of model and implementation of the first of its kind health insurance program, effective as of 2006
- Model to be used for UAE as a whole
- Coordination with Third Party Administration
- Development of all policies & procedures for specific application to the Emirate of Abu Dhabi
- Preparation for IPO, UAE Exchange

**Director, Joint Commission Resources (JCR) Board:** Jan 2008 – Dec 2009

- Elected to Board of Directors
- Joint Commission Resources (JCR) is an affiliate of The Joint Commission and is the official publisher and educator of The Joint Commission.

- The Joint Commission, formerly the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), accredits and certifies over 17,000 healthcare organizations and programs in the United States.

**Chairman, Regional Advisory Council, Middle East & North Africa, Joint Commission International Accreditation (JCIA):** July 2004 – December 2007

- Liaison with executive/senior Joint Commission Resources management staff.
- Developed and implemented JCIA/MENA structure, policy & procedures.
- Recruited and nominated JCIA/MENA membership.
- Oversight of procedures and committee recommendations to improve healthcare throughout the region.

**Chairman, UAE Ice Hockey Federation, I.I.H.F. Affiliate:** Jan 1998 - Present

- Founder and Charter member
- Oversight of committee development and deployment
- Three International Championships
- National Team Captain

**FORMAL EDUCATION**

UAE University, Al Ain, UAE

Faculty of Medicine & Health Science (FMHS)

*Bachelor of Medicine and Surgery, MD:* 2001

Zayed Secondary School, Al Ain, UAE

*Secondary School:* 1993

**PROFESSIONAL EDUCATION**

Harvard Business School, United States

Executive Education Program: 2004

**ARTICLES PUBLISHED**

1. Sabri S, Bener A, Eapen V, Abu Zeid MSO, **Al-Mazrouei AM**, Singh J (2005). "Socio-economic status, lifestyle habits and the risk of hypertension in a developing country." Eastern Mediterranean Health Journal, WHO Bulletin 2004; Vol. 10: 61

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## **Professional Profile**

### **Dr. Ahmed Mubarak Al Mazrouei**

#### **Current Appointments**

- Chairman, Private Department of the President (Minister of State)
- Member, Executive Council of Abu Dhabi (Cabinet Minister)
- Secretary General, Executive Council of Abu Dhabi
- Member, Supreme Petroleum Council
- Chairman, Fiscal Policy and Budgeting Bureau
- Chairman, Claims Committee, Executive Council of Abu Dhabi

Dr. Ahmed Al Mazrouei's guiding principle in life has been and continues to be to act as a role model for the younger generation, so they can say "If he can do it, we can do it!" He knows, first hand, the importance of someone making a path through uncharted territories so others can follow and achieve even greater results, as demonstrated by His Highness Sheikh Zayed Al Nahyan, the Father of the UAE.

When Dr. Ahmed was young, he aspired to play ice hockey, yet there were no role models for him to follow. So, he learned how to skate, play hockey and developed to the level of Captain of the UAE National Ice Hockey Team. The ice hockey team needed an organizational structure so it could develop and prosper, but there was no structure. At the age of 20, he founded and became a charter member of the UAE Ice Hockey Federation, an International Ice Hockey Federation affiliate and remains the Chairman until today.

Over his lifetime, Dr. Ahmed has met this pattern of "aspiration, facing limited opportunity", time and again, in a positive manner.

This profile highlights Dr. Ahmed's detailed accomplishments within the health care system and summary accomplishments in the government system as examples of how he has met challenges and implemented change in a positive manner. In each position in which he serves, he has built the teams and systems to function at a level of excellence through patience, determination and integrity. This is true in his current positions as well as in his previous appointments as Chairman of the Etihad Aviation Group, the Executive Committee of Executive Council, the Abu Dhabi Water and Electricity Authority, the Federal Authority for Nuclear Regulation, the Civil Service Council, the Health Authority – Abu Dhabi/General Authority for Health Services, the Department of Civil Service during transition, the Abu Dhabi Health Services Company and the National Health Insurance Company.

As he serves his country and government, Dr. Ahmed Al Mazrouei is recognized as a leader amongst leaders.

Dr. Ahmed Mubarak Al Mazrouei graduated with his MBBS from the United Arab Emirates University Faculty of Medicine and Health Sciences in 2001. He started in the UAE post-graduate residency program for General Medicine at the Sheikh Khalifa Medical Center in June 2001, a facility that was working towards achieving international accreditation in January 2002. His aspiration was to become a clinical physician within a world class healthcare system.

In December 2001, Dr. Ahmed decided to forgo his clinical career to pursue administrative management to lead the way to develop the healthcare system that we have today.

In January 2002, Dr. Ahmed started his career with the General Authority for Health Services, taking on 'residency' of a different type and became immersed in the healthcare system of the Emirate of Abu



Dhabi as it existed at that time. The General Authority for Health Services for the Emirate of Abu Dhabi (GAHS) was established by the Government of Abu Dhabi in 1999.

Dr. Ahmed steadily progressed in the level and scope of responsibilities assigned, with appointment as the Chairman of the newly devolved Health Authority – Abu Dhabi in December 2006. He concurrently held the position of Chief Executive Officer from October 2005 until he appointed the new CEO in January 2008. In the role of Chairman, Dr. Ahmed was responsible for all aspects of public and private sector health care in the Emirate of Abu Dhabi, serving over 2.8 million national and expatriate residents. His mission was to direct the transition of a bureaucracy-controlled, public health service into a modern decentralized health system with an independent regulatory function, universal health insurance, and a maximum of private sector involvement to ensure the delivery of world-class health care to present and future generations in the Emirate, in line with the ambitious vision of the late Sheikh Zayed and the present government of Abu Dhabi.

During his early career at the General Authority for Health Services, he served in the positions of Director of Medical Programs and Credentials Review. In September 2002, Dr. Ahmed's assignment expanded to include the role of On-Site CEO for Sheikh Khalifa Medical Center. Throughout 2003 – 2005, Dr. Ahmed was given more and more responsibility with appointments to positions such as Director of International Healthcare Affairs and Director of Health Audit and Improvement Division, with additional responsibility of Acting Chairman of the Executive Committee for the authority. Throughout his early career and even while he was being immersed in a world class health care environment at SKMC, Dr. Ahmed clearly articulated his vision to the leaders of the General Authority. He made significant contributions and methodically built and placed each block to achieve his goal of having a health care system of excellence in the Emirate of Abu Dhabi. During his tenure at the Health/General Authority, foundations that had been laid in 2002 were continuing to bear fruit, grow and develop.

Dr. Ahmed's major accomplishments during his career with the Health Authority – Abu Dhabi/General Authority for Health Services can be summarized as improving health, providing affordable healthcare and satisfying residents. Early in his career, he envisioned a world class health care system with patient outcomes improved through quality health care facilities operated by a sustainable and skilled healthcare workforce. His accomplishments include:

- Dr. Ahmed planned for the upgrade of all publicly funded hospitals to meet international accreditation standards during the first half of 2002. The plan met with approval and he implemented the upgrade throughout 2003 – 2005. Sheikh Khalifa Medical Center achieved their second accreditation certification in 2005, with other hospitals meeting the standards for international accreditation throughout 2006 and 2007. We now see the entire publicly funded healthcare system in the Emirate of Abu Dhabi accredited to Joint Commission for International Accreditation Standards.
- Dr. Ahmed led the development of a standardized system to license health care professionals to work in hospitals and clinics within the Emirate of Abu Dhabi. This system of qualifications and credentialing regulations replaced the previous regulations of the Ministry of Health. Updated versions of this document continue to be the sole source for credentials and experience validation for all health care professionals within the Emirate of Abu Dhabi. This has been invaluable in improving the quality of the health care workforce providing services within our health system.
- Within the healthcare reformation process, Dr. Ahmed went beyond simply responding to illness, but directed development of prevention strategies through screening and targeted health promotion campaigns. This included screening of over 96 percent of the national population over the age of 18 in the Emirate for possible health issues and estimates of risks of cancer, diabetes, obesity and other chronic ailments. This information has led to individual patient interventions, as well as public health measures addressing major areas of concern, such as diabetes.



- Dr. Ahmed provided oversight and direction to the planning and re-development of the regulatory system for all private and publicly funded health care (hospitals, clinics, pharmacies) in the Emirate of Abu Dhabi, including implementation of policies for inspection and monitoring of the health provision and health insurance sectors. The regulatory standards for the health provision system were aligned and linked with the standards to achieve international accreditation.
- In 2005, Dr. Al Mazrouei became the Chairman of the Health Insurance Founders Committee in the Emirate of Abu Dhabi. The committee, under his leadership and direction, developed the model and implemented the first of its kind health insurance program which came into effect in 2006. The model was to be used for the country as a whole. During this time, there was coordination with third party administrators of health insurance schemes, as well as development of all policies & procedures for specific application to the Emirate of Abu Dhabi. He was appointed as Chairman of the National Health Insurance Company (Daman) on its establishment in November 2005, with subsequent direction for the development and implementation of the first of its kind mandatory health insurance program within the country to take effect in April 2006. He directed the coordination between the strategic partners, the Health Authority – Abu Dhabi and Munich Re in the development of Health Insurance By-laws, policies & procedures and regulatory oversight. Compulsory health insurance and universal coverage was mandated in 2006 and still exists today. Close to 100% of all residents and nationals living in the emirate are covered by health insurance, enabling access to the health system.
- In 2005, Dr. Ahmed initiated and developed plans to separate health care operations from health care regulation. Up to this time, both were within the span of control of the General Authority for Health Services/Health Authority – Abu Dhabi. The Abu Dhabi Health Services Company (SEHA) was established as an independent public joint stock company in April 2007 with appointment of Dr. Ahmed as the Chairman. He directed the planning, company set up and implementation of policies, organization structure and budget which oversees the operations of the publicly funded health care delivery system.

Dr. Al Mazrouei completed his direct involvement with the health system through his request to Higher Leadership to appoint his successors. He completed his tenure as Chairman of both DAMAN and SEHA with successors appointed in April 2009, with his successor appointed to the Health Authority – Abu Dhabi in August 2011.

Dr. Ahmed was appointed as the Deputy Secretary General of Executive Council of Abu Dhabi in November 2009, and as the Secretary General in November 2011. The General Secretariat of the Executive Council of the Emirate of Abu Dhabi (GSEC) is the administrative body that supports the Executive Council (cabinet) and its committees to fulfill their responsibilities. Even prior to the foundation of the UAE, it operated as the General Secretariat of the Cabinet for the Emirate of Abu Dhabi, and focused primarily on Cabinet meeting preparation, resolution documentation and follow-up. Core responsibilities and functions for the Secretariat were outlined in 1980, and Law 2/2006 reorganized GSEC functions to provide enhanced support to the Executive Council and Executive and Sub Committees. In the following years additional functions were created to provide support for policy, strategy, performance management, excellence, and leadership development.

In late 2011 and throughout 2012, Dr. Ahmed directed the planning and total re-formation of the Secretariat to achieve close alignment with the needs of the Executive Council and its committees. This accomplishment was a major transformation – the Secretariat moved from providing primarily administrative support to the Executive Council to also providing full technical, advisory and decision-support for the Executive Council and its committees. This transformation is significant, not only because of the amount achieved in a single year, but more importantly because the stage was now set to usher in a new era of government policy development and coordination.

Dr. Ahmed Mubarak Al Mazrouei maintains the systems he currently oversees. As the newly appointed Chairman of the Private Department of the President in August 2016, he has started to redevelop the team and system, facing this new challenge with patience, determination and integrity.