



Where Your Child Matters Most™

Chair, Department of Pediatrics & Pediatrician-in-Chief

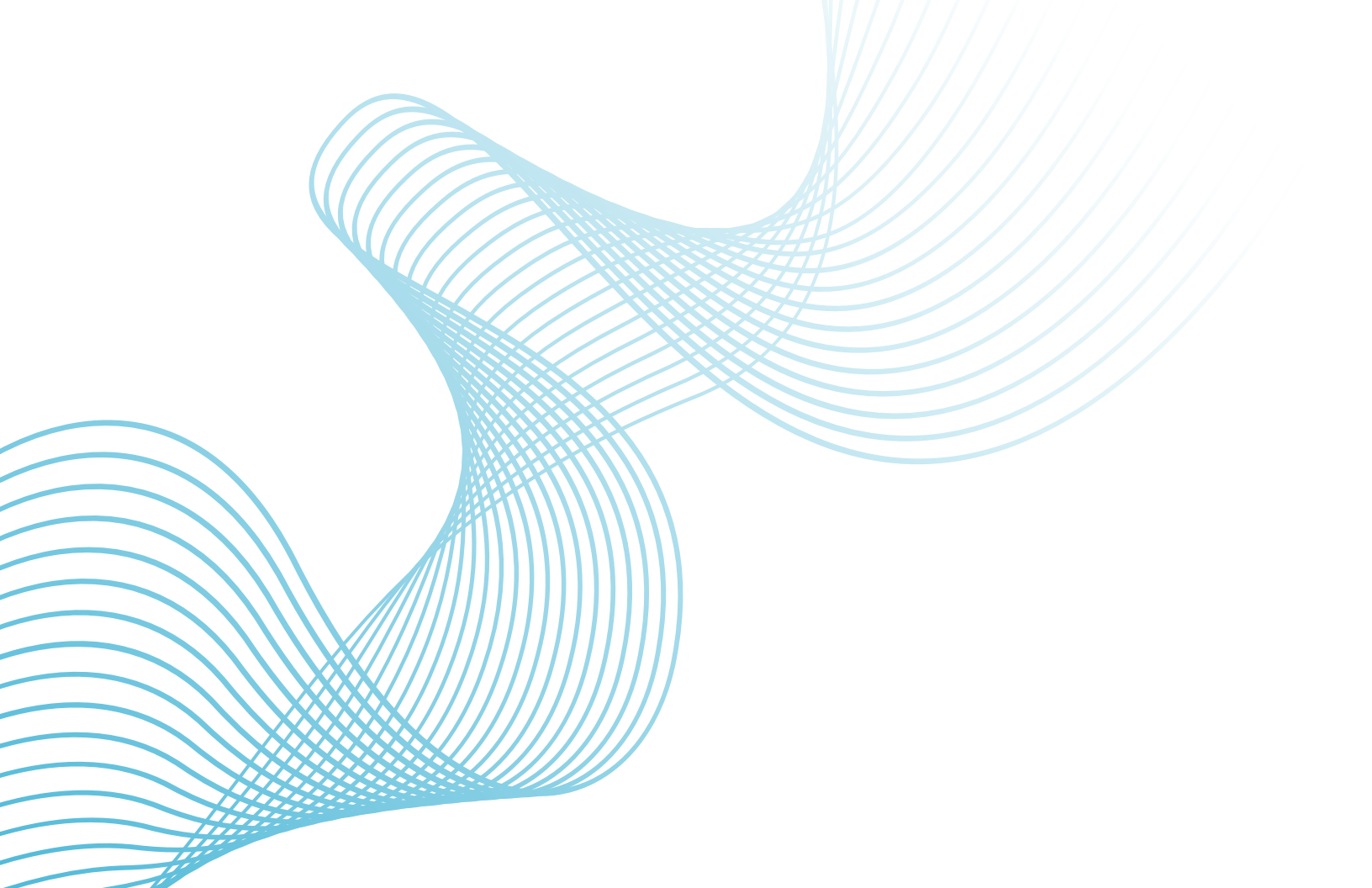
POSITION & LEADERSHIP PROFILE

JULY 2026

WittKieffer



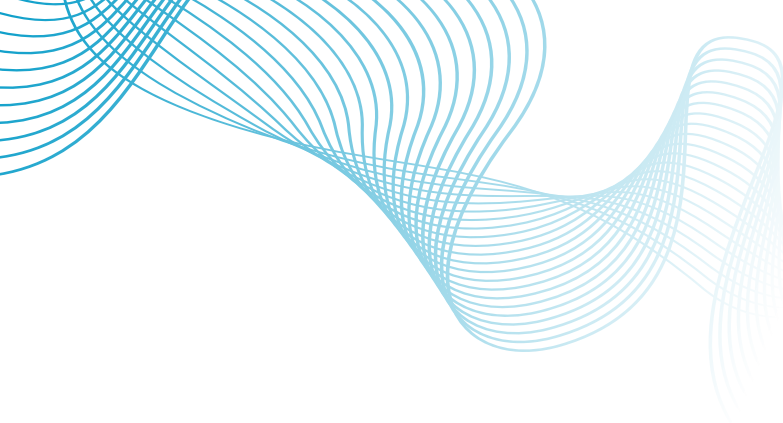
**The Region's Largest
Pediatric Academic Affiliation**



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THE OPPORTUNITY

Nicklaus Children's Health System (Nicklaus Children's Hospital) and Florida International University Herbert Wertheim College of Medicine (FIU Medicine) seek an inaugural Chair for the Department of Pediatrics and Pediatrician-in-Chief. Through a newly established strategic affiliation the two institutions are building the region's largest academic pediatric program, expanding pediatric education, advancing research, and enhancing care for children across South Florida and beyond. The successful candidate will also serve as President of Nicklaus Children's Hospital's employed physician group, Nicklaus Children's Pediatric Specialists (NCPS). NCPS will expand pediatric training, enhance patient care, and advance pediatric research in South Florida and beyond. The strategic affiliation between FIU and Nicklaus Children's Hospital has created the region's largest academic pediatric program. Through a shared vision, the two cornerstone institutions have made a commitment to transform the health and wellbeing of children across South Florida.

This physician leader will be accountable for recruiting and retaining the highest caliber of faculty talent within the Department. The leader will oversee clinical quality, professional practice standards, and growth for the physician enterprise. The Chair will work closely with research leaders across FIU Herbert Wertheim College of Medicine and Nicklaus Children's Hospital to build a strong research portfolio for the affiliation, uniting Nicklaus Children's Hospital's strength in clinical research with FIU's commitment to bench and translational research. This leader will also guide the development of world-class educational programs in Pediatrics.

The Chair will provide strategic leadership for the Department of Pediatrics at FIU Herbert Wertheim College of Medicine (FIU Medicine), recruiting and retaining outstanding faculty while advancing clinical excellence, professional practice, and growth across the physician enterprise. Working closely with leaders at Nicklaus Children's Hospital and FIU Medicine, the Chair will strengthen and expand the affiliation's research portfolio by leveraging Nicklaus Children's Hospital expertise in clinical research and FIU's strengths in basic, translational, and population health research. The Chair will also oversee the continued development of innovative educational programs that prepare the next generation of pediatric physicians and scientists.

Guided by a shared commitment to academic excellence, innovation, and child health, FIU Medicine and Nicklaus Children's Hospital are working together to transform pediatric care, education, and discovery for the communities they serve.

ORGANIZATION OVERVIEW

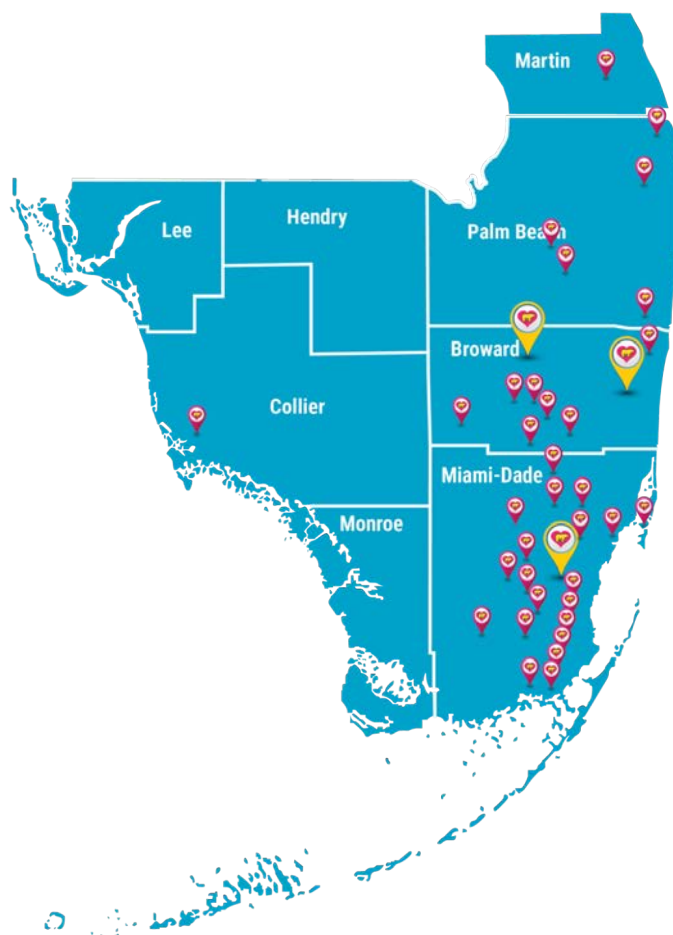
NICKLAUS CHILDREN'S HEALTH SYSTEM

For more than 75 years, Nicklaus Children's Hospital has stood as a beacon of hope for children and families across Florida and beyond. Nicklaus Children's Health System is the largest pediatric health system in Florida, and Nicklaus Children's Hospital is South Florida's #1 licensed specialty hospital exclusively for children. Nicklaus Children's Hospital provides pediatric care across its three inpatient locations (Miami, Fort Lauderdale, and Coral Springs) and an ever-expanding network of ambulatory locations and clinics. Nicklaus Children's Hospital has an extensive network of collaborations across South Florida, including NCH North Hospital in Naples, Jupiter Medical Center in Palm Beach, and Baptist Health in Miami. The hospitals and their network of more than 35 outpatient locations offer life-changing care throughout South Florida. Outpatient locations include an array of urgent care, pediatric primary care, and specialty care centers. Nicklaus Children's Hospital is an academic and clinical affiliate of the Florida International University Herbert Wertheim College of Medicine and home to centers of excellence including the Helen & Jacob Shaham Cancer & Blood Disorders Institute, the Orthopedic, Sports Medicine and Spine Institute, the Neuroscience Institute, and the Heart Institute. The 474-bed system is renowned for excellence in all aspects of pediatric medicine.

Nicklaus Children's Hospital is South Florida's only licensed specialty hospital exclusively for children, with 900 attending physicians, including more than 500 pediatric subspecialists. *U.S. News & World Report* has recognized Nicklaus Children's Hospital among the nation's top hospitals for 18 consecutive years. Seven of Nicklaus Children's Hospital specialty programs are ranked by *U.S. News & World Report*.

Nicklaus Children's Hospital – Miami has been serving the community for more than 75 years and is home to a level 1 trauma center, a level 4 NICU, and South Florida's largest PICU and CICU.

Nicklaus Children's Hospital – Fort Lauderdale, which opened March 1, 2026, brings advanced pediatric care closer to home for Broward County families by reducing the need for them to travel outside of the county. Located within Broward Health Medical Center, the 114-bed hospital offers a level 3 NICU, PICU, pediatric surgery, hematology/oncology services, and inpatient therapy.



Nicklaus Children's Hospital – Coral Springs, which opened March 1, 2026, located within Broward Health Coral Springs Campus, delivers trusted pediatric care supported by our expertise. The 35-bed facility provides neonatal and pediatric intensive care, pediatric surgery, inpatient rehabilitation therapies, and a dedicated pediatric emergency department.

Nicklaus Children's Pediatric Specialists (NCPS) is the health system's physician group practice. NCPS is a physician-led multispecialty group with regional, national, and international reach, bringing lifelong health, hope, and joy to children and families through innovative, compassionate care. Year after year, NCPS is ranked among the best in the nation. NCPS physicians consistently appear on "America's Best Doctors" lists.



Top 50 nationally: [Pediatric & Adolescent Behavioral Health](#)

#29 nationally (#1 in South Florida): [Pediatric Neurology & Neurosurgery](#)

#32 nationally: Pediatric Orthopedics

#32 nationally (#1 in Florida): Pediatric Urology

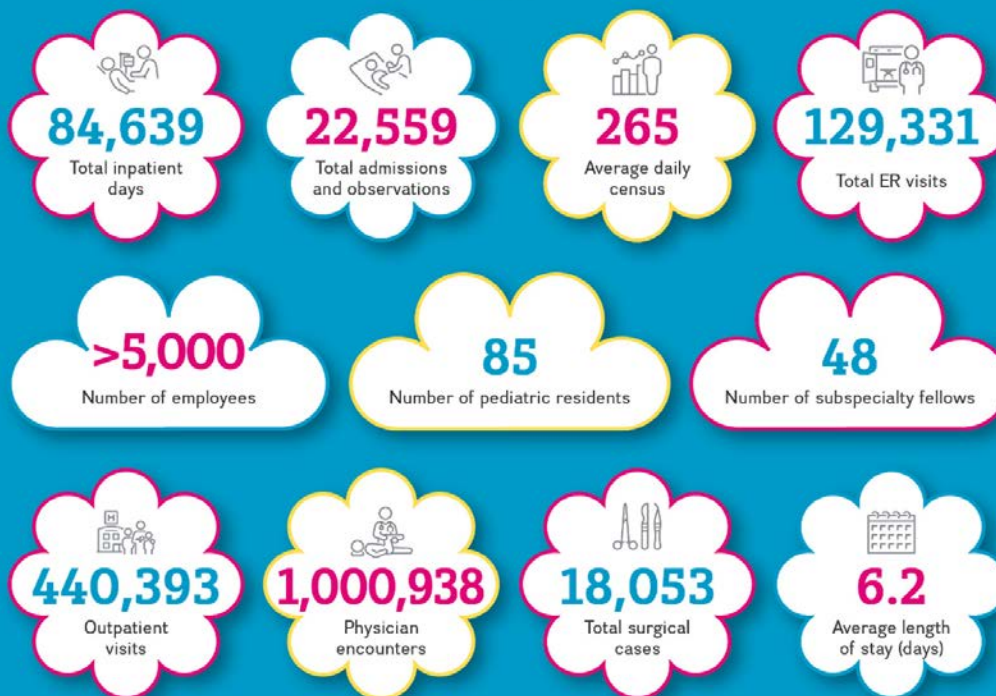
#47 nationally (#1 in South Florida): Pediatric Cardiology & Heart Surgery

#50 nationally: Neonatology

#50 nationally: Diabetes/Endocrine

Caring for South Florida and Beyond

2026



A Commitment to Research, Teaching, and Academic Partnerships

A longstanding leader in pediatric education and academic medicine, Nicklaus Children's Hospital is home to the largest pediatric teaching program in South Florida and among the largest in the Southeastern United States. Its fully accredited Pediatric Residency Training Program has trained generations of pediatricians for more than five decades and attracts residents and fellows from across the nation and around the world. The Miami campus serves as a training site for approximately 300 rotating residents and fellows annually and is the exclusive pediatric clinical training site for FIU medical students. Nicklaus Children's Hospital serves as a clinical and academic affiliate of FIU Medicine, creating a strong platform for advancing pediatric education, research, and clinical innovation.

Research

Research is a cornerstone of Nicklaus Children's Hospital's mission and a key driver of its national reputation and academic growth. Through the Nicklaus Children's Hospital Research Institute, the health system supports a broad portfolio of clinical and translational research aimed at advancing pediatric care and improving outcomes for children. The Institute is a regional leader in pediatric clinical research and partners with the pharmaceutical, biotechnology, and medical device industries, as well as federal and state agencies, to conduct studies ranging from early-phase investigations to large multicenter clinical trials.

The research enterprise supports approximately 100 interventional studies annually and provides infrastructure and support for more than 200 observational studies across nearly 30 pediatric subspecialties. Areas of strength include cardiology, cardiovascular surgery, neurology, neurosurgery, and oncology. The Institute is among a select group of pediatric organizations nationwide—and the first in Florida—to earn full accreditation from the Association for the Accreditation of Human Research Protection Programs (AAHRPP), reflecting its commitment to the highest standards of research quality, ethics, and participant safety.

Nicklaus Children's Hospital is also a member of the Children's Oncology Group (COG), the world's largest organization devoted exclusively to pediatric cancer research. Through this affiliation, patients have access to leading-edge clinical trials and emerging therapies not widely available elsewhere.

The health system continues to invest significantly in expanding its research capabilities. In 2025, Nicklaus Children's received a \$7.5 million award through Florida Cancer Connect's Collaborative Research Incubator Grant Program to strengthen and accelerate pediatric cancer research. The initiative has the potential to provide up to \$37.5 million in funding over five years, supporting scientific discovery, clinical innovation, and expanded access to advanced treatments for children with cancer.

Together with its longstanding commitment to education and its growing academic partnership with FIU Medicine, Nicklaus Children's Hospital offers a uniquely robust environment for physician-scientists, clinician investigators, and academic leaders committed to advancing the future of pediatric medicine.

[2025 Annual Report | Nicklaus Children's Hospital](#)

FLORIDA INTERNATIONAL UNIVERSITY

[Florida International University](#) is a preeminent Top 50 public university in Miami leading in student success, research excellence, and innovation. It is one of only 21 universities in the country to hold both the Carnegie R1 research designation and the Carnegie Opportunity designation, reflecting our exceptional ability to both advance research and prioritize student success in the classroom. With more than 55,000 students and 350,000 alumni, FIU ranks among the 10 largest universities in America. Our students come from all 50 states and more than 140 countries.

FIU offers more than 200 degree programs at the undergraduate, graduate and professional levels, including medicine and law. FIU faculty are leaders in their fields and include National Academy members, Fulbright Scholars, and MacArthur Genius Fellows. FIU drives impactful research in environmental resilience, health, and technology and innovation through a robust research program that has had more than \$1.4 billion in research expenditures in the last five years. With a focus on student success, economic mobility and community engagement, FIU continues to redefine what it means to be a public research university.

- **#1 nationally:** Economic & Social Mobility (U.S. News & World Report)
- **Top 50 nationally:** U.S. Public Universities (U.S. News & World Report)
- **Top 10 nationally:** U.S. Universities (Washington Monthly)
- **#1 in Florida:** America's Best Colleges (Wall Street Journal)
- **Top 30 nationally:** U.S. Utility Patents (Intellectual Property Owners Association)

HERBERT WERTHEIM COLLEGE OF MEDICINE

Florida International University Herbert Wertheim College of Medicine (FIU Medicine) is a rapidly ascending academic medical institution dedicated to advancing medical education, research, clinical care, and community health. Located in Miami, the College serves one of the nation's most diverse patient populations, creating a rich environment for medical education, clinical innovation, and research that addresses the healthcare needs of local communities and populations worldwide.

FIU Medicine has established transformative partnerships with Baptist Health South Florida and Nicklaus Children's Health System that are expanding opportunities for education, research, and clinical collaboration. As the Sponsoring Institution for joint Graduate Medical Education programs with Baptist Health and the Miami VA Healthcare System, FIU Medicine provides a unique continuum of training that supports learners from medical school through residency and fellowship while strengthening the physician workforce throughout the region.

A major milestone in the College's continued evolution is the development of a state-of-the-art academic medical center in partnership with Baptist Health. Scheduled to open in 2028, the on-campus facility will serve as a regional hub for patient care, medical education, research, and innovation, further advancing FIU Medicine's vision for an integrated academic health system.

FIU

Herbert Wertheim College of Medicine

FIU Medicine offers a Doctor of Medicine degree, a Physician Assistant program, a Ph.D. in Biomedical Sciences, and several dual-degree programs, including the MD/MBA in Healthcare, MD/Master of Public Health, and MD/Master of Science in Health Informatics and Analytics. Its students consistently perform above national averages on licensing examinations and match into highly competitive residency programs across the country.

Through the innovative and internationally recognized Green Family Foundation Neighborhood Health Education Learning Program (NeighborhoodHELP), FIU medical and physician assistant students gain real-world experience serving local communities, learning firsthand experience addressing social determinants of health, and delivering compassionate, holistic care. NeighborhoodHELP also expands access to primary, preventive, and behavioral healthcare through mobile health centers that deliver services directly within local communities.

Research is a core part of FIU Medicine's academic mission. Faculty, trainees, and students are engaged in basic, translational, clinical, and population health research, collaborating with FIU Medicine researchers, partners across FIU, and external organizations. These relationships create opportunities for interdisciplinary investigation and help translate new discoveries into improvements in patient care.



Nicklaus Children's Hospital and Florida International University Strategic Partnership

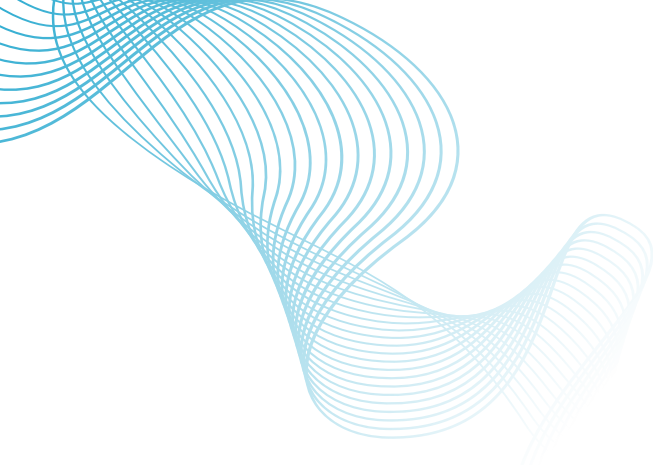
In February 2025, FIU Herbert Wertheim College of Medicine (FIU Medicine) and [Nicklaus Children's Health System](#) unveiled a groundbreaking academic affiliation—the first of its kind in South Florida, establishing the region's only pediatric academic hospital. This strategic alliance unites two of South Florida's premiere institutions: FIU, the leading public research university, and Nicklaus Children's Hospital, the region's only freestanding, specialty-licensed children's hospital.

Scope and Significance of the Partnership

- **Exclusive Teaching Hospital:** Nicklaus Children's Hospital is now the exclusive pediatric teaching hospital for FIU Medicine. Physicians from the Nicklaus Children's Pediatric Specialists group are now eligible to serve as faculty within the FIU Medicine Department of Pediatrics.
- **Expanded Clinical & Academic Opportunities:** The affiliation amplifies medical student education, graduate medical training through residencies and fellowships, and research capacity. It enhances patient care and provides access to world-class pediatric expertise.
- **Regional Pediatric Leadership:** Nicklaus Children's Hospital brings leadership to the table with its reputation as the largest pediatric teaching program in the Southeast, and its status as South Florida's only specialty-licensed pediatric hospital. Together, the institutions aim to elevate pediatric healthcare access and quality locally—and beyond.
- **Addressing the Pediatric Physician Shortage:** A critical element of the partnership focuses on preparing the future pediatric workforce. With projections indicating a shortage of nearly 13,000 pediatric physicians by 2037, the collaboration seeks to bolster training pipelines, nurture interest in pediatrics among students, and attract elite talent to the region.

Why This Matters for Prospective Faculty

- **Access to Premier Pediatric Facilities:** Prospective faculty will have the privilege of practicing and teaching within a top-tier pediatric hospital distinguished for its centers of excellence, simulation training, research infrastructure, and comprehensive clinical services.
- **Robust Academic Environment:** FIU Medicine offers a dynamic academic ecosystem—publicly focused, research-led, and community-oriented, with active NIH-sponsored projects across disciplines like pediatrics, infectious diseases, cardiopulmonary health, and more.
- **Professional Growth & Impact:** Faculty can contribute to shaping medical education, mentorship, and clinical innovation, while playing a pivotal role in addressing vital healthcare workforce shortages. The combined clinical and academic depth offers rich avenues for career fulfillment and regional impact.



POSITION SUMMARY

The Chair and Pediatrician-in-Chief will provide visionary leadership for the Department of Pediatrics across Florida International University Herbert Wertheim College of Medicine and Nicklaus Children's Health System. Reporting to institutional leadership, the Chair will lead the continued growth and integration of the Department's clinical, educational, and research programs while advancing its reputation as a premier academic pediatric enterprise.

The Chair will oversee clinical quality, access, operational performance, faculty and trainee development, and patient experience while fostering collaboration across departments, disciplines, and partner organizations. Working closely with leaders throughout FIU Medicine and Nicklaus Children's Hospital, the Chair will drive strategic initiatives that strengthen the Department's impact on patient care, education, research, and community engagement.

REPORTING RELATIONSHIPS

The Chair of Pediatrics and Pediatrician-in-Chief will serve in a dual academic and clinical leadership role that reflects the joint nature of the FIU/Nicklaus affiliation. For university academic matters, the Chair maintains a formal reporting relationship to the Dean of the FIU Herbert Wertheim College of Medicine. For health system matters, the Pediatrician-in-Chief maintains a formal reporting relationship up to the President and CEO of Nicklaus Children's Health System. For day-to-day clinical and operational matters within Nicklaus Children's Hospital, the Chair will partner closely with the Chief Physician Executive.

In keeping with the integrated mission of the affiliation, the Chair will work closely with the Dean of the FIU Herbert Wertheim College of Medicine, the President and CEO of Nicklaus Children's Health System, the NCPS Board, the FIU/Nicklaus Joint Steering Committee, the Chief Physician Executive, and other leaders across the health system and university to advance shared strategic priorities in teaching, research, and clinical care.

PERFORMANCE EVALUATION AND CONTINUATION

Consistent with the shared leadership model of the FIU–Nicklaus Children's Health System partnership, the Chair will be evaluated jointly by the Dean of the FIU Herbert Wertheim College of Medicine and the President and CEO of Nicklaus Children's Health System. Performance assessment will consider contributions to the growth and integration of the academic, research, educational, and clinical enterprises, as well as the individual's effectiveness in advancing the strategic priorities of both organizations. Decisions regarding reappointment or continuation in the role will be made collaboratively by FIU Medicine and Nicklaus Children's Hospital leadership.

RESPONSIBILITIES

- Develops a departmental strategy that will achieve desired accomplishments in research, educational programs, clinical care quality, philanthropy, and service to the community.
- Demonstrates leadership by engaging in professional practice evaluation and exemplifying high standards of care.
- Establishes communication protocols, clinical practice principles, and collaboration expectations within the Department.
- Creates a patient-centric care model and fosters a culture of excellence for patients and communities serviced by Nicklaus Children's Hospital.
- Encourages a collaborative approach to pediatric care with other medical leaders, strengthening relationships to align with the mission of clinical excellence and standardized care.
- Establishes, supports, and grows important relationships within Nicklaus Children's Hospital and Florida International University to strengthen collaboration among multidisciplinary teams.
- Guides, mentors, and develops staff to build internal capabilities and ensure succession planning.
- Expands the scholarly activities of the Department through breakthrough research, publishing, and excellent training programs.
- Collaborates with clinical leadership to expand clinical trials and research activities within the existing Nicklaus Children's Hospital framework.
- Works collaboratively across both institutions to grow the research enterprise and improve the HERD ranking through talent acquisition and growth in grant funding.
- Leads the growth of GME education programs, including the addition of new fellowships and the elevation of the profile, reputation, and quality of training programs.



LEADERSHIP EXPECTATIONS

The following represent key opportunities and expectations for the new Pediatrician-in-Chief to address within the first 18-24 months of their tenure. They are not listed in order of significance.

- Establish credibility and earn the confidence of key leaders at Nicklaus Children's Hospital, members of the Department, and the Dean and senior leadership at FIU through demonstrated excellence as a leader, clinician, academician, and effective communicator.
- Establish a cohesive, mission-driven Department of Pediatrics that integrates clinical excellence, education, and research. Align departmental strategy with the health system's vision, values, and long-term growth plans.
- Standardize evidence-based clinical pathways to improve outcomes, safety, and care consistency. Lead quality improvement initiatives focused on patient experience, safety, access, and equity. Support innovation in care delivery.
- Strengthen interdisciplinary collaboration among physicians, nurses, and allied health professionals.
- Develop a premier academic environment for pediatric education and workforce development. Promote excellence in teaching through faculty development, mentorship, and evaluation.
- Create a robust and sustainable pediatric research enterprise that advances child health. Develop a strategic research agenda aligned with institutional strengths and community needs.
- Position the Department and institution as a trusted leader in child health advocacy and community engagement. Champion health equity initiatives that address disparities in pediatric care and outcomes.
- Strengthen affiliations with medical schools and academic partners. Strengthen partnerships with community organizations, schools, and public health agencies. Represent the institution at national pediatric, academic, and policy forums.



CANDIDATE QUALIFICATIONS

EDUCATION/CERTIFICATION

- An MD or MD/PhD from an accredited institution.
- Board certification in Pediatrics and/or one's subspecialty area of practice.
- Eligible for licensure in Florida.
- Eligible for Professor rank at FIU Herbert Wertheim College of Medicine.

EXPERIENCE, LEADERSHIP SKILLS AND COMPETENCIES

- Proven track record as an outstanding leader with the ability to lead a contemporary Department of Pediatrics.
- A strong record of accomplishment as a practicing physician with superb technical skills and a reputation for producing the highest quality clinical results.
- A visionary with a strong grasp of what a nationally known pediatric program should be and the ability to build consensus around attainment of this goal among constituents.
- A systems thinker with a proven ability to navigate and execute in a large, complex healthcare organization.
- Open and direct communication style and a collegial presence that encourages consensus-building, collaboration, and cooperation.
- Expertise in developing sustained clinical excellence through advancing patient outcomes, processes, and a better patient and provider experience.
- Experience cultivating strong alignment and working relationships with other specialties, external affiliates, and community providers to promote pediatric care across the region.
- Proven commitment to diversity and inclusion at all levels of Department faculty, students, trainees, and staff.
- Ability to articulate a clear vision for growth, expansion, and evolution of the Department. Uncompromising standards of professionalism and an ability to take a larger institutional view, inclusive of working collaboratively with other Departments, Divisions, and Institutes.
- Distinguished academic physician leader with a demonstrated record of excellence in medical education, clinical research, and faculty development, coupled with the leadership skills, strategic vision, and collaborative competencies necessary to advance academic, clinical, and research missions within a complex healthcare environment.

SOUTH FLORIDA COMMUNITY

MIAMI, FLORIDA

The greater Miami region ranks as the eighth-largest metropolitan area in the nation. It is the principal, central, and most populous city of the Miami metropolitan area, and a major center and leader in finance, commerce, culture, media, entertainment, the arts, and international trade.

Known as the gateway to the Americas, Miami is a dynamic global city that serves as the undisputed bridge between North America and South America. With its rich multicultural heartbeat and strategic location, it serves as the primary gateway to Latin America, driving international business, commerce, and cultural exchange across the Americas.

Key Pillars of Miami's Influence:

- **Global Trade & Commerce:** As an economic powerhouse, the city hosts over 1,400 multinational corporate headquarters and major international bank operations.
- **Multicultural Hub:** Recognized as a global center of affluent Latin-American life, Miami's rich cultural tapestry makes it a unique crossroad for international art, fashion, and cuisine.
- **Transportation & Connectivity:** Through the [Miami International Airport](#) and [PortMiami](#), it connects people, finance, and cargo between the U.S., Latin America, and beyond.



Nicknamed the “Capital of Latin America,” it is the second-largest U.S. city with a Spanish-speaking majority:

Downtown Miami is home to the largest concentration of international banks in the United States, and many large national and international companies. The Civic Center is a major center for hospitals, research institutes, medical centers, and biotechnology industries. For more than two decades, the Port of Miami, known as the “Cruise Capital of the World,” has been the number one cruise passenger port in the world. It accommodates some of the world’s largest cruise ships and operations and is the busiest port in both passenger traffic and cruise lines.

The city is home to a wide variety of entertainment venues, theaters, museums, parks, and performing arts centers, with the newest addition being the Adrienne Arsht Center for the Performing Arts – the second-largest performing arts center in the United States. Arts, culture, cuisine, and a diversity that is second to none makes Miami an attractive destination for all walks of life. For more information on Miami, please visit:

<http://en.wikipedia.org/wiki/Miami>

<http://www.miaminandbeaches.com>

<http://www.miamigov.com/>

SOUTH FLORIDA

South Florida comprises Florida’s southernmost counties, including Miami-Dade, Broward, and Palm Beach County. The region has a population of 6.69 million people and is led by Miami as the most populous city. The region is home to many colleges and universities, including the University of Miami, Florida Atlantic University, Florida International University and Nova Southeastern University.

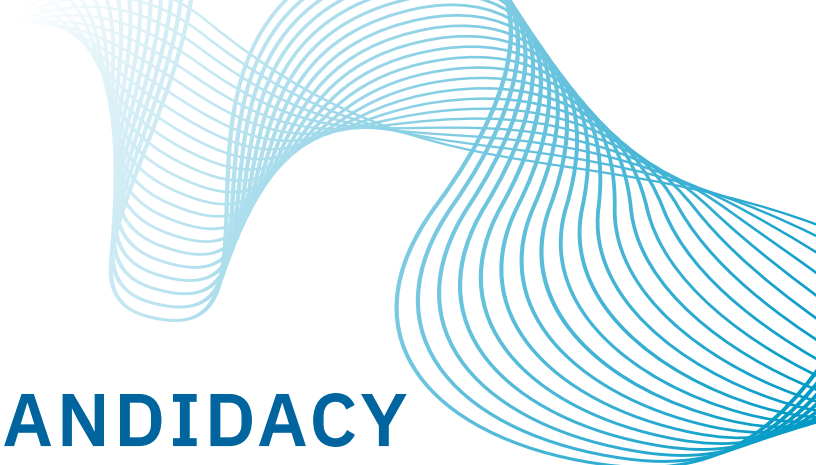
South Florida has a world-famous climate and attractions, including sports, arts, and natural features of the subtropical environment. Outdoor attractions include Everglades National Park, which is the largest subtropical wilderness in the county and protects an unparalleled landscape that provides a habitat for numerous rare and endangered species, and John Pennekamp Coral Reef State Park, which was the first undersea park in the United States. The park was established to protect and preserve a portion of the only living coral reef in the continental United States. Visitors can participate in many activities, including snorkeling, scuba diving, kayaking, and paddle boarding. South Florida also offers 500 public parks, thousands of miles of paths for biking, running, or walking, and miles of beaches.

South Florida is rich in culture and art. Residents can enjoy music and theater in multiple venues including the Miami City Ballet, Florida Grand Opera and New World Symphony Orchestra. South Florida is also home to the Lowe Art Museum, Miami Art Museum, and more than 100 art galleries in the region.

For sports lovers, South Florida is one of a select few “Big 5” cities, hosting all five major professional sports teams: Inter Miami CF, Miami Dolphins, Miami Marlins, Miami Heat, and the Florida Panthers.

For more information about South Florida, please visit:

<https://www.visitflorida.com/en-us/cities/miami.html>.



PROCEDURE FOR CANDIDACY

Please direct all nominations and resumes via email to:

Fayth Hoecker

fhoecker@wittkiewer.com

Attention:

Michael Raddatz

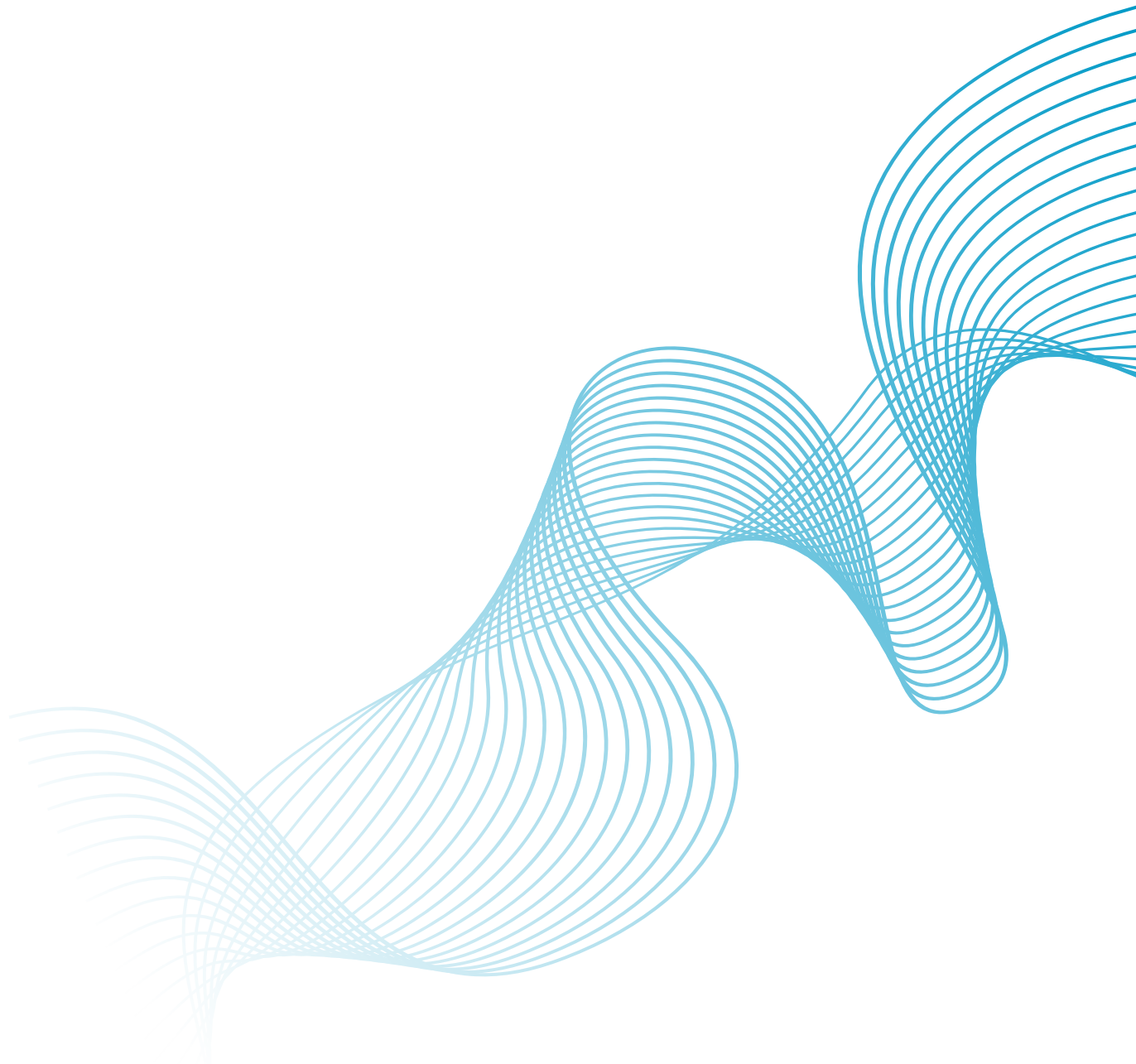
Michael Anderson, MD

Nicklaus Children's Health System values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

FIU is a State University System of Florida member, Equal Employment and Equal Access, for individuals with disabilities and veterans. All qualified applicants will receive consideration for employment decisions, programs, and events without regard to race, color, religion, sex, age, national origin, disability, or protected veteran status. For inquiries regarding non-discrimination, contact FIU's Office of Civil Rights at 305.348.2785 or email ocr@fiu.edu.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Nicklaus Children's Health System and Florida International University Herbert Wertheim College of Medicine documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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