



## **ANTHONY E. MUNROE**

Dr. Anthony E. Munroe is a nationally recognized executive with over thirty years of experience leading complex higher education, healthcare, and public health institutions.

Currently, Dr. Munroe serves as president of Essex County College, a Predominately Black Institution (PBI) and a Hispanic-Serving institution (HSI), which is the only county college in the state with both federal designations, thus being one of the most diverse colleges in New Jersey. Essex County College is in the 91st percentile for achieving top 20% of income distribution for its students. He has also served as president of Malcolm X College in Chicago, IL, part of the City Colleges of Chicago, where we led the design and implementation of an international best practice economic and workforce

development initiative, College to Careers, along with the construction of a multi-million dollar, state of the art, academic complex.

Munroe is fiercely passionate about student success and is one of the 2020 Phi Theta Kappa Honor Society's 2020 Paragon President Award recipient in recognition of his 'outstanding support of student success'. A servant leader, Munroe is known as a creative and visionary leader with keen strategic planning and execution expertise, who is expert in diversifying revenue streams, creating forward facing and relevant academic programs, committed to diversity and equity, while ensuring we stay anchored to the mission. Munroe has extensive expertise in accreditation, crisis management, long-term strategic and prudent financial planning, workforce development, complex systems leadership, program creation and alignment. His expertise includes a deep commitment to inclusion and consensus building while driving organizational efficiency, productivity, and financial performance all to enhance student outcomes.

As a first generation U.S. citizen, who grew up in a 'working class', large, immigrant family in The Bronx, Munroe is known for championing diversity and inclusion. As such, he is a member of the Presidents' Council on Higher Education and Immigration who advocates for all students regardless of citizenship status.

Munroe earned a Doctorate (Ed.D.) in Education with a concentration in Health Education from Columbia University's Teachers College in New York. He completed an MBA from Kellogg Graduate School of Management at Northwestern University and a Master's Degree in Public Health – Health Policy & Management from Columbia University's Mailman School of Public Health. Munroe earned his Bachelor of Science degree from Regents College (now Excelsior College) and is a product of the New York City Public School system.

Munroe completed an advanced and highly selective certificate program for college and university presidents at Harvard University. He participated in the President Institute of the American Council of Education. He is a Peer Reviewer for the Middle States Commission on Higher Education. Munroe serves on the Board of Directors of the Council for Higher Education Accreditation (CHEA) and as a Commissioner on the Commission on Student Success with the American Association of Community Colleges (AACCC).

Munroe has held leadership roles in very large complex systems include serving as Associate Vice President of Health Systems Affairs and Associate Dean of Clinical Network Operations at Ross University School of Medicine (NJ). He also served as President of Advocate Trinity Hospital in Chicago, a full-service hospital part of one of the largest healthcare systems in the Midwest, Advocate Healthcare. Named one of the Top 25 minority healthcare executives in the United States by Modern Healthcare Magazine, he also received the Robert S. Hudgens national award as Healthcare Executive of the Year in 2003 by the American College of Healthcare Executives.

A native of the Bronx, New York, Munroe is the proud father of two young sons. He enjoys sports, music and the arts, traveling and spending quality time with family and friends.

# ANTHONY E. MUNROE

## CURRICULUM VITAE

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### SUMMARY OF QUALIFICATIONS

Extensive experience in providing exceptional and accomplished servant leadership as president & CEO and other C-Suite executive roles in higher education and healthcare. With a deep and comprehensive understanding of community colleges, am focused on radically improving sustained student success, increasing access and improving affordability. Intent on developing systems that are designed to close the achievement and attainment gap for all students.

Approachable, resourceful, resolute leader with a successful record reporting to and working with governing boards and trustees. Inspiring and innovative leader with expertise in managing large, complex organizations who is comfortable in articulating the mission, vision, and values of the institution while inspiring key constituent groups. Expert in designing and leading growth focused strategic planning, financial affairs, human resources, academic and curriculum development, collective bargaining, capital budgeting and management, student success, faculty relations, community and legislative affairs. A noted turnaround expert with exceptionally strong, financially prudent executive leadership skills. Dedicated champion committed to creating a 'safe place' to embrace and respect diversity and inclusion. Committed to role modeling high integrity and ethical behavior, professional development, shared governance, empowering the student voice, learning and teaching excellence. Experienced in establishing respect and trust-based collegial relationships that have allowed for exceptional team and institutional performance. An accomplished, entrepreneurial, and transformational leader who is deeply experienced in growing enrollment, strategic visioning and planning, financial and resource development, and driving for academic excellence. Expert in academic, program, and workforce development, guided pathways, student focused supportive and wrap around and supportive services.

### EDUCATION

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| 2007 | EdD, Education – Health Education, Columbia University, Teachers College<br>Dissertation: <i>Health System Reconfiguration: Urban Hospital Closure's Impact on Health Disparities and Access</i> |
| 2003 | Executive MPH, Health Policy & Management, Columbia University, Mailman School of Public Health  |
| 2001 | Executive MBA, Business Administration, Northwestern University, Kellogg School of Management  |
| 1996 | BS, Liberal Arts, Regents College  |
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## **EXECUTIVE DEVELOPMENT AND MANAGEMENT TRAINING**

2014	Harvard Seminar for Experienced Presidents, Harvard University
2013-14	ACE Institute for Presidents, American Council on Education
2007	LEAN in Healthcare Certification, The University of Michigan

## **PROFESSIONAL AFFILIATIONS**

- Council for Higher Education Accreditation (CHEA) Board of Directors, 2019 - present
- Commission on Student Success, American Association of Community Colleges
- Presidents' Alliance on Higher Education and Immigration
- National Advisory Council, Health Professions Pathways (2012-2015)
- Past Fellow and Board Certified, American College of Healthcare Executives (ACHE)
- Past Chairman and Member, Chief Executive Officer Committee, ACHE

## **PROFESSIONAL EXPERIENCE**

*President, Essex County College, Newark, NJ, May 2017 – Present*

Essex County College (ECC), a Predominately Black Institution (PBI) and a Hispanic-Serving institution (HSI), the only county college in the state of New Jersey with both federal designations, serves approximately 8,000 students in credit programs and over 10,000 in noncredit programs at two campuses. ECC offers approximately 70 career-oriented, transfer, workforce development and certificate programs. With 450 full-time employees, in addition to over 400 adjunct faculty, ECC provides quality educational programs and life-long learning opportunities, while changing lives through in the process. Essex County College is committed to open access for all with flexible academic programs attractive to adult learners and online students. Essex County College is accredited by the Middle States Association of Colleges and Schools. It is licensed by the New Jersey Commission on Higher Education to operate and award associate degrees and certificates. All health sciences and nursing professional licensure programs offered by the College are accredited by their appropriate accrediting agencies.

*General Responsibilities:*

- Provide executive, strategic, and financial leadership of the College;
- Articulate the mission, vision, values and purpose of ECC;
- Serve as an ex officio member of the Board of Trustees;
- Facilitate the flow information and data for use by the Board of Trustees;
- Engage the Board and senior leadership in long-range financial and strategic planning that is sound, prudent, growth and forward-thinking;
- Recommends policy to the Board of Trustees and implements policies and plans;
- Maintains effective internal and external communications and relationships with key stakeholder groups and individuals;
- Strengthens productive working relationships with the county, communities, other local and regional entities;
- Champion and inspire faculty and staff with a resolute focus on Student Success;
- Leverage and reallocate resources to support innovation and use of technology;
- Partner with institutions, local, state, and federal agencies, employers, and with faculty, staff, students, alumni, and other constituencies to fulfill ECC's mission;
- Leads the Strategic Planning process and implements, assesses, evaluates, monitors, and modifies the plan, as necessary to ensure delivery of results;
- Coordinates and directs current and long-range planning related to institutional goals, academic programs, research, public service, financing, enrollment projections, and physical plant development;
- Assumes responsibility for maintaining and enhancing a student-centered model based on rigorous academic programming and excellence in teaching;
- Initiates and leads efforts to maintain a campus culture that offers opportunities for increasing knowledge, awareness, respect, and understanding of diversity and inclusiveness;
- Promotes a climate and culture that builds upon values that welcome and nurture all members of the College community, preparing students to be productive global citizens in a society comprised of people with differing national, racial, religious, and cultural backgrounds;
- Assures the development and maintenance of appropriate administrative organization and policy-making structure for the most efficient and effective utilization of campus resources;
- Creates essential partnerships as the external face of the College and participates actively in the presidential role as principal development officer for the institution;
- Promotes student development, shared governance, and civic engagement;
- Supervises the development and maintenance of a personnel system concerned with the recruitment, selection, assignment, supervision, evaluation, promotion, and tenure of all personnel of the institution;

- Directs the preparation, presentation, and administration of the financial budget and the development and maintenance of the facilities and equipment necessary for the support of campus functions;
- Leads all accreditation, compliance, regulatory, and assessment initiatives;
- Leads efforts to engage alumni, the community, business sector, academic institutions, and the Foundation.

*Select Accomplishments:*

- Spearheaded a comprehensive emergency management response to the coronavirus pandemic;
- Led the development of the college's next 5-year strategic plan entitled STUDENTS FIRST, growth, and financial stability;
- Spearheaded the design and launch of Guided Pathways initiatives to ensure all students have an exceptional experience and are successful in completion;
- Launched and chaired the Rapid Response Retention Task Force focused on improving enrollment, retention, persistence, and completion;
- Spearheaded Guided Pathways efforts, in collaboration with faculty, that redesigned the Developmental Mathematics sequence of courses;
- Increased and enhanced tutoring services which helped improve the Developmental Mathematics pass rate by 15% in one semester;
- Leading efforts to prepare the College for Middle States Reaffirmation in 2022-23;
- Coordinated and redesigned the Middle States Monitoring Report process to generate a concise, clear, and crisp document outlining compliance with the 3 standards the College received citations which led to the accreditation warning;
- Spearheaded the efforts to resolve the regional accreditation compliance citations resulting in full reaffirmation (removed from Probation);
- Redesigned the Budget Development and Monitoring process enhancing and strengthening internal controls;
- Developed and implemented a Board approved, multi-year, forward thinking Fiscal Exigency and Reorganization Plan designed to strengthen the College's financial position and sustainability;
- Secured an annual increase of \$1.75 M in the County's base allocation to ECC;
- Secured \$3,000,000 in minor capital funding from the County;
- Facilitated the transition of the Public Safety Academy to the County which will produce an annual savings to the College in excess of \$1,000,000;
- Coordinated the outsourcing of the Bookstore enhancing student offerings and services yielding an annual financial gain in excess of \$500,000;
- Launched a student focused Food Pantry Program to address food insecurity;

- Designed and launched a comprehensive Student Wellness Center;
- Resigned the enrollment management process to achieve greater student experience focus, efficiency, and satisfaction;
- Created a One-Stop and Welcome Center to facilitate enrollment management;
- Led efforts to ensure the annual audit and operating budgets were completed and submitted on time for three consecutive years, resolving prior issues with timely submission;
- Developed and implemented a College Compliance Program, the first in county colleges in the state of NJ;
- Developed and implemented the Division of Institutional Advancement that includes Marketing, Government and Community Affairs, PR, Alumni Relations, Development, Grants Management;
- Implemented the Center for Global Education and Experiences;
- Established an international presence that will allow for ECC faculty to teach ECC courses in China;
- Launched MOSAICS – a diversity, inclusion, and engagement initiative to ensure all have access, opportunity, and support to be successful;
- Redesigned the Institutional Advancement and Foundation framework which produced greater than expected accomplishments in fundraising;
- Implemented a Center for Learning and Teaching Excellence to enhance faculty effectiveness and engagement;
- Led efforts to develop a new Academic Master Plan, Facilities Master Plan, Information Technology Plan, and Chapter 12 Capital Projects Plan;
- Secured re-appropriation approval of \$10+ Million in State Bond funding to finance the construction of a replacement campus for our West Essex branch campus;
- Implemented initiatives to improve student completions, advance student learning, eliminate the achievement gap, increase student outcomes;
- Spearheaded the establishment of a joint admission, dual degree 2+3 5-year program with a highly regarded medical school;
- Identified projected \$3.6 million in fiscal efficiencies / savings which has been earmarked to reinvest in students, the classroom, and rebuild a fund balance reserve;
- Created a Corrective Action plan accepted by the US Department of Education to mitigate the administrative penalties as a result of the late audit submission;
- Identified key / critical positions - and the resources to pay for them - essential to resolve the historical and persistent fiscal internal control and general compliance issues at the college (Deputy CFO, Chief Compliance Officer, etc.);
- Led negotiations which settled collective bargaining retro payments.

*Visiting Assistant Professor, DePaul University, Chicago, IL, July 2016 – May 2017*  
*Adjunct Faculty, DePaul University, Chicago, IL, Nov. 2015 – Sept. 2016*

Served as key Sociology Department faculty teaching courses focused on Healthcare.

*President & CEO, Munroe Management Group, LLC., Chicago, IL 2007-09 & 2010-11*

*Munroe Management Group (MMG)* was a higher education and healthcare focused consulting practice that helped build strong partnerships with clients while identifying sustainable results and solutions for higher education institutions and healthcare systems, hospitals and health centers. We brought expertise and focus in change management, innovation, maximizing revenue growth and potential, customer and client engagement, budgeting and financial turnaround, strategic plan development and execution, staff recruiting, hiring, evaluation and leadership development, organizational alignment, service line development, Governance, organizational assessment, executive coaching, and interim management.

*President, Malcolm X College, The City Colleges of Chicago, Chicago, IL July 2011-July2015*

Malcolm X College (MXC), one of the City Colleges of Chicago, is a comprehensive community college that empowers students to achieve academic, career and personal success. Located next to the Illinois Medical District, the College annually serves over 12,000 students and offers degrees and certificate programs, primarily in the health sciences, nursing, and STEM disciplines, that prepare students to further their education or move directly into the workforce. Adult education programs, including GED, ESL and adult basic education, also put students on the path to college and careers.

As the healthcare hub of City Colleges' renowned College to Careers program, which prepares students for fast-growing fields in the Chicago region, under my leadership Malcolm X College partnered with leaders in the healthcare field to revamp its health sciences and Nursing curricula and give students real-world training through clinical experiences and internships. A brand-new \$251 million Malcolm X College replacement campus, a centerpiece of City Colleges' current \$524 million capital plan, opened in 2015 and offers state-of-the-art teaching and learning facilities. Malcolm X College has the largest concentration of health sciences and nursing programs among all The City Colleges of Chicago. Recruited, managed and trained diverse professional leaders.

### **The City Colleges of Chicago**

City Colleges of Chicago (CCC) is the largest community college system in Illinois and one of the largest in the nation, with 5,700 faculty and staff serving 115,000 students annually at seven colleges and six satellite sites citywide. City Colleges is in the midst

of a Reinvention, a collaborative effort to review and revise programs and practices to ensure students graduate ready for further college and careers. City Colleges' internationally recognized College to Careers initiative partners, faculty and staff with industry experts to prepare Chicagoans for careers in fast-growing fields. Since the launch of Reinvention in 2010, the number of degrees awarded has increased 80 percent.

*General Responsibilities:*

- Provided executive leadership to Malcolm X College to ensure academic, fiscal and operations are consistent with the strategic direction of CCC;
- Provided leadership and coordination of all efforts to ensure student success and faculty satisfaction;
- Built and managed critical strategic relationships with key stakeholders;
- Led key strategic planning efforts that foster growth of the Health Sciences and Nursing programs at the College;
- Provided executive, strategic, and financial leadership of the College;
- Facilitated the flow information and data for use by the Board of Trustees and district leadership;
- Maintained effective internal and external communications and relationships with key stakeholder groups and individuals;
- Strengthened productive working relationships with the county, communities, other local and regional entities;
- Partnered with institutions, local, state, and federal agencies, employers, and with faculty, staff, students, alumni, and other constituencies to fulfill MXC's mission;
- Led the Strategic Planning process and implements, evaluates, and modifies the plan;
- Coordinated and directed long-range planning related to institutional goals, academic programs, research, public service, financing, enrollment projections, and physical plant development;
- Assumed responsibility for maintaining and enhancing a student-centered model based on rigorous academic programming and excellence in teaching;
- Assured the development and maintenance of appropriate administrative organization and policy-making structure for the most efficient and effective utilization of campus resources;
- Created essential partnerships as the external face of the College and participates actively in the presidential role as principal development officer for the institution;
- Directed the preparation, presentation, and administration of the financial budget and the development and maintenance of the facilities and equipment necessary for the support of campus functions;
- Led all accreditation, compliance, regulatory, and assessment initiatives;
- Led efforts to engage the community, business sector, and academic institutions.



*Select Accomplishments:*

- Led the successful implementation the Mayor of Chicago's and College to Careers / Guided Pathways initiative, designed to close the job skills gap – Malcolm X College is focused on health sciences and a diverse student body.
- Led efforts in the College to Careers / Guided Pathways initiative to establish new and strengthen partnerships with healthcare industry employers and other academic institutions. Developed 100 new partnerships and articulation agreements. The College to Careers framework has been recognized by The World Bank as a global best practice model;
- Led and facilitated the planning and construction of a replacement campus with state of the art technology that supported pedagogy and optimal, flexible learning space for health sciences, STEM, and liberal arts. With a \$251 Million budget, the capital project always remained on schedule and on budget;
- Spearheaded efforts to develop and implement prior learning assessment particularly for health science programs;
- Directly spearheaded district-wide initiatives to ensure quality clinical rotations / learning opportunities were available for all health science and Nursing programs;
- Directly engaged with healthcare industry partners and faculty, reviewed, redesigned, and realigned academic programs to enhance relevance, student outcomes, and student placement;
- Driving force that facilitated the creation of close to 24 new health science programs (on ground and online) that are flexible and accessible as part of College to Careers;
- Led Student Success efforts that increased the total degrees and certificates awarded by 184%;
- Led efforts that produced a 64% increase in the total number of degrees awarded;
- Increased transfer rate by 28%;
- Increased certificates awarded by 36%;
- Improved MXC IPEDS from 7% to 14% in less than four years;
- Increased Continuing / Professional Education enrollment by 30% in one year;
- Led and coordinated all accreditation accrediting efforts with the regional accrediting body and various specialized accrediting bodies to develop new programs, move several existing programs off probation, consolidate and relocate all health sciences and Nursing programs to Malcolm X College;

- Led enrollment management and program development initiatives that allowed Malcolm X College to exceed enrollment projections by 80%;
- Led all health sciences accreditation efforts and established the City Colleges of Chicago's very first Executive Director of Accreditation and Compliance position at MXC;
- Achieved 100% specialized accrediting body approval for six (6) health sciences programs;
- Led and supported academic efforts that improved NCLEX first time pass rate from 42% to 88% YTD, with 97% in 3<sup>rd</sup> quarter 2015;
- Improved graduation applications by over 40%;
- Led efforts that increased total degrees / certificates awarded by 184% by 2015;
- Selected as a Higher Learning Commission Accreditation Peer Reviewer;
- Significantly increased FT faculty and staff resources to the STEM and liberal arts disciplines;
- Created a School of Health Sciences, the most comprehensive and largest in the State of Illinois;
- Created the largest School of Nursing in the State of Illinois;
- Led partnership with Rush University Medical Center to secure a \$5 Million grant from BMO Harris Bank to support the development of Community Health Worker academic programs and community health services;
- Served as Co-Principal Investigator of the Healthcare Professionals Pathway Initiative at MXC funded by the Trade Adjustment Assistance and Community College Career Training Grant Program (TAACCCT);
- Spearheaded the execution of articulation agreements, including a guaranteed admission program for Nursing students to enter the University of Illinois BSN Online Program;
- Created Saturday Academy focused on assisting high school students in their academic performance;
- Created an Honors Program with emphasis on STEM, Health Sciences, and Nursing;
- Spearheaded an international partnership with the Shanghai Institute of Health Sciences (SIHS) for student and faculty exchange in addition to joint research;
- Facilitated the international partnership that allowed for Malcolm X College to consult with the Government of Shanghai, China on the development of a comprehensive Emergency Medical Services (EMS) academic programs;

- Facilitated the creation of an academic partnership with the University of Illinois at Chicago for faculty and student STEM research and training that was funded by the National Institutes of Health (NIH).

***Associate Vice President, Health Systems Affairs & Associate Dean, Clinical Network Operations, Ross University School of Medicine, North Brunswick, NJ, 2009 – 2010***

Ross University offers a Doctor of Medicine or Doctor of Veterinary Medicine degree to dedicated students. Basic science and preclinical courses are taught on the campuses in the Caribbean with clinical rotations completed in the U.S. Ross University is a subsidiary of DeVry, Inc.

*General Responsibilities:*

- Provided strategic direction, oversight, and guidance for Health Systems Affairs and Clinical Network Operations for Ross University School of Medicine;
- Participated in and provided executive leadership in accreditation, regulatory affairs, and academic affairs matters;
- Developed and participated in the execution of key strategic initiatives that fostered growth and market development, including a focus on developing Medical / Allied Health education programs;
- Led strategic initiatives to build strong relationships with hospital, health system and university decision makers to grow the national clinical affiliation network capacity;
- Maintained strong relationships with affiliate decision makers to demonstrate Ross' value;
- Responsible for the successful planning, negotiations, development, and execution of clinical affiliations with academic medical centers, teaching hospitals, and health systems for the establishment of clinical core and elective rotation opportunities for third and fourth year medical students;
- Provided executive leadership and overall coordination, of all clinical network operations activities across Ross University departments.

*Select Accomplishments:*

- Responsible for the development, management, effective operation, outcomes, external relations / advocacy, and leadership of Health Systems Affairs and Clinical Networks Operations in support of medical education;
- Established new clinical partnerships with academic medical centers across the United States;
- Developed and implemented the regional clinical education centers model.

***Executive Administrator, Bahamas Campus,  
Ross University School of Medicine***

*General Responsibilities:*

- Provided executive leadership and overall direction to the medical school branch campus including oversight of Facilities Management, Academic Affairs, Faculty Recruitment, Budgeting and Resource Allocation, Public Safety, Procurement, Medical Library, Student Services and Affairs, Medical Education, Information Technology, Finance, Operations, External Relations and Communications, Capital Budgeting and Space Planning, Strategic Planning, Academic Program Development, and Human Resources;
- Participated in and provided executive leadership in accreditation, regulatory affairs, and academic affairs matter;
- Developed and participated in the execution of strategic initiatives that fostered growth and market development, including a focus on developing Allied Health education programs.

***President, Advocate Trinity Hospital***

*Advocate Health & Hospital Corporation Chicago, IL 2005-2007*

Recognized as one of the top 10 systems in the country, Advocate Health & Hospital Corporation is the largest fully integrated not-for-profit health care delivery system in the State of Illinois, with 24,500+ employees, \$3.5 billion in gross revenue, \$296 million in charitable care, more than 4600 affiliated physicians (including 2000 in physician hospital organizations and 475 in three large medical groups), and eight hospitals with 3500 beds. Advocate's primary academic and teaching affiliation is with the University of Illinois at Chicago Health Sciences Center.

*General Responsibilities:*

Served as the Hospital President and market Service Area Leader with P&L responsibility for all Advocate facilities and services, including Advocate Trinity Hospital, 5 ambulatory care sites, home care and diagnostic center services with gross revenue of \$500+ million. Provided strategic, operational, clinical excellence, and financial leadership to Advocate Trinity Hospital with 400 licensed beds / 250 operating beds; hospital had 40,000+ annual ER visits, 13,000 discharges, 1,900 OB deliveries, 10,000 surgical procedures, 100,000 outpatient procedures, 332,000 outpatient visits, 1000+ fulltime employees, and 400+ on-site medical staff members. Member of the System Executive Leadership Team and served as the Vice Chairman of the Physician-Hospital Organization.

Worked closely with the Governing Council leadership, identified new members and provided training. Provided leadership to the creation and execution of the strategic plan, long-range financial plan, capital budgeting and space planning, community benefit, operational plan, clinical excellence plan development and implementation. Ensured the mission, values, and philosophy of the organization was carried out in the delivery of care and services. Liaison to many and varied constituencies with primary responsibility for external relations and communications. Worked closely with the medical staff and its leadership in clinical excellence, service line development, strategic, operational, and financial planning. Developed and managed relationships with external / internal stakeholders.

*Select Accomplishments:*

**Clinical Excellence and Culture Transformation:**

- Led effort that improved the hospital's clinical excellence and core bundles performance from worst in the health system to an emerging leader;
- Improved CMS clinical outcomes performance to nearly 95%; attained mortality index in the top 1% of the country;
- Mortality Index in the top 1 percentile in the country; best in the health system;
- Executed the redesign of clinically and financially poor performing clinical service lines;
- Initiated strategic planning with the Joslin Diabetes Center for diabetic disease management, first in Chicago;
- Implemented a Culture of Safety Program, and provided related training to 100% of associates and 75% of medical staff;
- Led the development of a patient safety culture model;
- Implemented executive patient safety rounding.

**Physician Integration and Patient Safety:**

- Led efforts to gain a greater understanding of physician concerns and developed strategic and tactical plans to improve performance;
- Involved key physician constituents in the successful design and implementation of the Cardiovascular Service Line;
- Reduced the left without being treated rate from 13% to less than 6% in less than 5 months;

- Fully engaged medical staff leadership and key physicians in strategic planning, operations improvement, patient satisfaction, clinical excellent, budgeting and capital planning;
- Successfully recruited over 20 physicians and surgeons to drive clinical excellence, market share growth, and improved financial performance; drove Faculty Recruitment;
- Successfully partnered with medical staff improving clinical outcomes to the 90<sup>th</sup> percentile.

### **Operational Efficiency and Productivity Enhancement:**

- Led efficiency efforts that included the redesign of the Care Management model, emergency room processes, and new partnerships;
- Drove 7% reduction in inappropriate emergency room utilization and generated cost savings by establishing a Federally Qualified Health Center to service non-urgent emergency department patients;
- Reduced Medicare length of stay from 6.2 to 5.2 days in six months by implementing a new care management model; Improved Case Mix Index through better documentation as a result of physician training;
- Developed operational plans, policies, and accountability systems which drove growth and efficiency;
- Facilitated the training of 50 leaders in LEAN process improvement methodologies for Healthcare; designed leadership development program.

### **Fiscal Management and Turnaround Leadership:**

- Led turnaround effort that focused on achieving clinical excellence, driving market share, and improving financial performance of Trinity, which became the fastest growing hospital and market leader within the Advocate system; Generated an \$18.5 million improvement in FY06 and grew market share by positioning the hospital as the dominate market leader in Medical Cardiology and other key service lines;
- Led top-line growth and cost reduction activities; implemented Financial Accountability systems;
- Grew market share by 12% in less than 2 years through service line improvement and development;
- Secured \$250,000 grant funding from Avon Foundation to support Women's Breast Health;

- Coordinated most successful philanthropy year in hospital's history; exceeded fundraising and attendance goals.

***President, St. John Detroit Riverview Hospital & St. John Conner Creek Campus St. John Health System, Detroit, MI 2003-2005***

\$3 billion provider of heart, cancer, obstetrics, neurosciences, orthopedics, physical rehabilitation, behavioral medicine, surgery, emergency and urgent care services through its eight hospitals, 55 physician practice sites, 125 ambulatory care sites, eight school-based clinics; System has 20,000 Associates and a medical staff of 3500.

*General Responsibilities:*

Served as Hospital President, System Strategic Review Council Member, and market executive leader. Provided strategic, operational, and financial leadership to this two-campus hospital with 285 Acute Care Beds, Level I and Level II Emergency Rooms having a total of 55,000 emergency visits, a NICU, two Adult Psychiatric Units, a Geriatric Center, Bariatric Surgery, a Rehabilitation Institute, and a 75 bed Long Term Acute Care Hospital.

Oversaw 1500 associates and 400+ medical staff members, and managed a \$300+ million budget. Concurrently, as a member of the St. John Health Strategic Review Council, contributed to planning, developing, implementing, and steering the strategic planning and direction of the health system. Worked closely with Governing Council leadership, identified new members and provided training. Provided leadership to the strategic plan, long-range financial plan, community benefit, operational plan, clinical excellence plan development and execution. Ensured the mission, values, and philosophy of the organization was carried out in the delivery of care and services. Liaison to many and varied constituencies. Worked closely with the medical staff and its leadership in clinical excellence, service line development, strategic, operational, and financial planning. Developed and managed relationships with external / internal stakeholders.

*Select Accomplishments:*

**Graduate Medical Education:**

- Implemented and expanded graduate medical education programs in Dentistry;
- Facilitated and supported the development of various DO Fellowship Programs which became approved / accredited by American Osteopathic Association;
- Developed Fellowships in Nephrology, Gastroenterology and Emergency Medicine.

**Growth:**

- Significantly grew Medicare market share by 10% in two years;
- Secured \$12 million in capital funding to build an additional professional office building and \$27 million master facility plan;
- Achieved 90%+ occupancy in the office building before groundbreaking;
- Led and executed grant application process that resulted in funding for a Federally Qualified Health Center, new access center, and funding to expand school-based services;
- Expanded Women's Health and Older Adult Services service lines;
- Led the development of Bariatric Surgery and Geri Psychiatry clinical service lines.

**Physician Relations and Recruitment:**

- Strengthened hospital services by recruiting key medical staff and management personnel;
- Recruited Chief of Surgery, Chief of Radiology, Vascular Surgeons, Breast Surgeons, Primary Care Physicians, and other specialists;
- Delivered significant improvements in physician satisfaction survey scores by implementing a Physician Relations Program and building a state-of-the-art medical office building.

**Quality Improvement:**

- Improved clinical excellence quality performance from 21% to over 90% within nine months;
- Successfully turned around the hospital from the worst performer to the best performer on clinical metrics in the system, received an award from the State of Michigan;
- Generated \$900,000+ savings in the first year of implementing a Six Sigma process improvement methodology.

*President & Chief Executive Officer, Economic Opportunity Family Health Center  
Secretary, Board of Directors, Health Choice Network, Miami, FL, 1998-2003*

\$22 million, 310-employee not-for-profit 501© 3 comprehensive federally qualified community health center (safety net provider) and social services provider with 17 sites, including numerous School Based centers, in Miami-Dade County, Florida. Mission-driven organization dedicated to



providing high quality health and social services to the uninsured and underinsured of South Florida.

*General Responsibilities:*

Provided vision, insight, and decisive organizational change leadership to the FQHC safety net provider that delivered significant operational and financial improvements. Developed and managed relationships with external / internal stakeholders. Provided strong organizational leadership, developed and managed productive relationships with key stakeholders, including the Board, medical staff, community, staff, and other organizations. Facilitated the financial turnaround of the multi-site, safety net FQHC while growing the organization, motivating and mentoring leaders.

Served as the Secretary and Board Member of Health Choice Network, a federally funded network of community health centers serving over 500,000 patients in multiple states.

*Select Accomplishments:*

**Operational & Financial Improvement:**

- Improved current ratio from -0.21 to 1.37 over a two-year period;
- Increased cost savings, billing, efficiencies, and revenues by a total of \$11.4 million;
- Eliminated deficit and reduced Accounts Payable from 98 to 38 days;
- Improved Accounts Receivables from 31+ to 20 days;
- Increased days in reserve from -35 to +19 days; □ Established initial operational reserves of \$1 million;
- Reduced claims denial rate from 70% to 5%.

**Growth / Site Expansion:**

- Increased primary care sites from 13 to 17;
- Expanded school based services;
- Expanded primary care market growth and penetration;
- Increased and improved program delivery.

**Accreditation / Compliance:**

- Led efforts to get EOFHC off of the Federal grant drawdown restriction list as of result of significant financial, operational, and clinical performance improvements;

- Conducted compliance reviews of Federally Qualified Health Centers on behalf of the U.S. Department of Health & Human Services / Human Resources and Services Administration, Bureau of Primary Care.

**EARLY CAREER:**

*Division Director, Community Health Promotion, DeKalb County Board of Health, Decatur, GA*

\$22 million, 350-employee, comprehensive, preventive, primary care provider and public health department (125,000 clinic visits) serving the metro Atlanta region. Provider to high quality, public health, safety net services to the DeKalb County residents.

*General Responsibilities:*

Reporting to the Director of the DeKalb County Board of Health, was responsible for strategic planning, leadership, operations, external relations, and financial management, with key focus on improving overall community health and the health status of DeKalb County residents. In addition, was responsible for the operational/financial performance of the Community Health Promotion Division and expanding community presence and Board of Health services.

Responsible for Community Health Promotion countywide services that included: School Health, Immunization, Injury Prevention, Cancer Care / Breast Health, Status of Health, Health Education, and Violence Prevention. Developed and managed relationships with external / internal stakeholders to improve the health status of metropolitan Atlanta region.

*Select Accomplishments:*

**Growth / Patient Visits:**

- Drove a 15% increase in annual patient visits;
- Led the coordination of clinical service integration initiatives.

**Program & Service Development:**

- Improved overall health status of DeKalb residents by developing innovative new programs and increasing access to services.

**Community Partnerships & Relations:**

- Built strong, diverse community partnerships and coalitions;

- Established and maintained productive relationships with community leaders, elected officials, corporations, healthcare professionals, faith-based organizations, and the collective community.

*Executive Director, Family Health Services Commission, New York City Department of Health, New York, NY*

New York City Department of Health is a comprehensive, multi-site health department that is considered the largest public health department in the country.

*General Responsibilities:*

Provided strategic, financial, and operational direction to the NYC Department of Health's largest commission, a \$200+ million organization with 110+ service sites and 1.2 million clinic visits. Scope of responsibility spanned all citywide clinical services – 80 child health, 10 oral health, 14 correctional health hospitals, and four primary care centers, Immunization, School Health, Maternal Child Health, Daycare Inspection, Physically Handicapped Children's Program, Child Health Plus managed care insurance program, and other Family Health Services programs. Managed operating budgets exceeding \$200 million, and oversaw 400 direct and 800 indirect reports. Appointed to the State and City of New York's Medicaid Managed Care Standard Development & Provider Selection Committees. Developed and managed relationships with external / internal stakeholders.

*Select Accomplishments:*

**Financial Leadership:**

- Generated multimillion-dollar savings to Health Department and City of New York;
- Realigned services and functions which resulted in a reduction in the number of FTEs.

**External Affairs:**

- Fostered positive external relationships and served as liaison to the New York City Mayor's Office, government officials, medical providers, educational institutions, and community leaders;
- Represented the Family Health Services Commission to key stakeholders, New York City Health & Hospitals Corporation, and other City of New York Mayoral Agencies.

**Labor Relations:**

- Actively participated in handling sensitive union negotiations and in resolving labor relations and collective bargaining issues.

**Regulatory Compliance:**

- Established the New York City Primary Care Services and Correctional Health Compliance Department/Standards and Review Process which was used to evaluate contractual compliance;
- Led Commission wide compliance efforts to ensure programs met / exceeded various standards.

*Associate Executive Director, Cumberland Diagnostic & Treatment Center New York City Health & Hospitals Corporation, New York, NY*

New York City Health & Hospitals Corporation (HHC) is the country's largest municipal hospital / healthcare system. HHC is a \$5.4 billion public benefit corporation serving 1.3 million New Yorkers via 11 acute care hospitals, four skilled nursing facilities, six diagnostic/treatment centers, and 80+ community based clinics.

*General Responsibilities:*

Functioned in the capacity of Chief Operating Officer at this \$27 million, 400-employee Integrated Delivery System primary care provider (125,000 visits). Primary responsibilities included guiding day-to-day operations and administrative affairs, providing strategic planning and direction, administering the grants development process, supporting management information systems, maintaining regulatory compliance, ensuring excellent customer service, and managing an operating budget. Co-chaired the organization's academic medical center affiliation selection committee. Responsibilities included management oversight for Capital Budgeting / Space Planning, Facilities Management, Support Services, Transportation, Mail & Messenger, Materials Management, Hospital Police, Engineering & Maintenance, Housekeeping, Buildings & Grounds, EMS Command Station Liaison.

*Select Accomplishments:*

**Financial Leadership:**

- Led financial performance improvement efforts that produced a \$1+ million annual savings;
- Successfully integrated and merged Support Services and Facilities Divisions which produced significant savings to Cumberland Diagnostic & Treatment Center and NYCHHC.

**Growth / Client Visits:**

- Increased client visits 15%;
- Implemented and operationalized a mobile medical van to service vulnerable populations by providing cholesterol screening, hypertension assessments, vision tests, dental screening, nutritional counseling, HIV education, and substance abuse treatment referrals.

*Administrator, Radiation Oncology, Memorial Sloan-Kettering Cancer Center, New York, NY*

*4000-employee, \$295 million world-renowned cancer treatment and research institution (110,000 Radiation Oncology clinic visits, 20,000 admissions, 425,000 outpatient visits).*

*General Responsibilities:*

Directed overall operations of the Clinical and Administrative Business Units and coordinated Residency, Fellowship, and Technician Training Programs. Delivered significant improvements in staff productivity, client services, and quality by implementing a new clinical practice and service line in operations; also enhanced associate relations, and satisfaction and resolved labor relations issues.

*Administrator, Department of Medicine, Interfaith Medical Center, Brooklyn, NY*

*General Responsibilities:*

Provided operational and management leadership of the Department of Medicine and all its divisions. Coordinated all the administrative functions of the graduate medical education teaching programs and the Faculty Practice Plan.

*Manager, Department of Psychiatry and Community Mental Health Center  
Brookdale Hospital Medical Center, Brooklyn, NY*

*General Responsibilities:*

A multi-site teaching / academic medical center affiliated with the State University of New York Downstate Medical Center, 1200 bed, Level I trauma center. Provided administrative coordination support to the residency and fellowship training programs. Coordinated the operational, compliance, patient support, and management services of the medical center's second largest clinical service line, the Department of Psychiatry and Community Mental Health Center.

## **CURRENT AND PAST ACADEMIC AFFILIATIONS**

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- Doctorate in Education (Ed.D.) in Community College Leadership Advisory Board Member, New Jersey City University
- Curriculum Committee Member, Ed.D. in Community College Leadership, New Jersey City University
- Visiting Assistant Professor / Professional Lecturer, DePaul University, Department of Sociology (2016-2017)
- Dissertation Committee Member, Doctorate in Education, Benedictine University
- Adjunct Instructor, RUSH University, Graduate Program in Health Systems Management (2006 - 2010)
- Research Group on Health Disparities, Columbia University, Teachers College Health Education Department (2007 – 2016)
- Faculty, Northwestern University, School of Continuing Education, Masters of Science in Medical Informatics Program (2009 – 2010)
- Adjunct Faculty, Florida International University, Healthcare Management Program (circa 2001 – 2003)

## **HONORS, DISTINCTIONS & SERVICE**

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- *Paragon President Award*, Phi Theta Kappa Honor Society
- Frederick Douglas Summer Scholars University Leaders Award, CIEE
- Community Advisory Board, Saint Michael's Medical Center, Newark, NJ
- Board of Directors, Newark Regional Business Partnership (Chamber of Commerce)
- National Sorority of Phi Delta Kappa, Inc. Delta Pi Chapter Citation Award for Outstanding Dedication to the Field of Education and Humanitarian Deeds to the Community
- National Constitution Committee, Alpha Phi Alpha Fraternity, Inc.
- Fulbright Senior Specialist, Council for the International Exchange of Scholars

- Robert S. Hudgens Memorial Award Recipient for “Young Healthcare Executive of the Year Award”, American College of Healthcare Executives, 2003
- International Health Economists Association Scientific Committee, 2010
- Alumni Achievement Award, Excelsior College, Albany NY, 2009
- TOP 25 Minority Healthcare Executive in the United States, Modern Healthcare, 2006
- Congressional Special Recognition Award for Community Service, 2003
- Up & Comers Award, Modern Healthcare Magazine & Witt / Kieffer Annual Award, 2002
- ACHE South Florida Senior-level Healthcare Executive of the Year Regent’s Award, 2001
- Mayoral Proclamation ‘Anthony E. Munroe Day’, Miami-Dade, FL
- Public Health Fellow, Kellogg Foundation, 1997-1998
- Featured in The Miami Herald as “Man on the Move”, 2001

## **PUBLICATIONS & PRESENTATIONS**

- **Munroe, A.E.**, Runfeldt, J. “*Keep Calm and Communicate: Employing Effective Communications in the Accreditation Process – Reflections from Essex County College*” Middle States Annual Conference, Philadelphia, PA, December 2019.
- **Munroe, A.E.**, (2017) Health Disparities in Urban Communities: The Issues, Concerns, And Solutions, in Rose, P.R. *Health Disparities, Diversity, and Inclusion: Context, Controversies, and Solutions*, Jones & Bartlett.
- Dotson, E.D., Haywood, M., and **Munroe, A.E.** Embracing New Pathways for Diverse Workforce: Supporting Health Professions Training. Presented findings at Columbia University Teachers College 6<sup>th</sup> Annual Health Disparities Conference, New York, NY, March 2014.
- **Munroe, A.E.**, (2012) Cultural Competency and the Need to Eliminate Health Disparities, in Rose, P.R. *Cultural Competency for the Health Professional*, Jones & Bartlett, 75 – 89.
- **Munroe, A.E.** “*Health System Reconfiguration: Urban Hospital Closure*” 7<sup>th</sup> World Congress, International Health Economist Association, Beijing, China, July 2009 (accepted).

- **Munroe, A. E.** “*Community Hospital Closure and its Impact on Community Health Status: The Impact of the Economic Downturn and Recession on Hospitals*” Annual Black History Celebration Keynote Address, Southern Illinois University School of Medicine, February 2009.
- **Munroe, A.E.** “*Health System Reconfiguration: Urban Hospital Closure’s Impact on Health Disparities and Access – The Community’s Health and The Role of the Healthcare Executive*” 3<sup>rd</sup> Annual Health Disparities Conference, Columbia University – Teachers College, March 2008.
- **Munroe, A.E.** “*Health System Reconfiguration: Urban Hospital Closure’s Impact on Health Disparities and Access*” 35<sup>th</sup> World Hospital Congress, International Hospital Federation, Seoul, South Korea, November 2007.
- **Munroe, A.E.** “*At the Crossroads: Healthcare Leadership for a Successful Future*” National Association of Health Services Executives Annual Conference, Dallas, TX, October 2007.
- **Munroe, A. E., Mott, W.** “*From Cultural Diversity to Cultural Competency: A Hospital Based Business Model of Success*” 2005 Congress on Healthcare Management: American College of Healthcare Executives, Chicago, IL. March 2005.
- **Munroe, A. E., Rose, P.R.** “*Developing an Effective Cultural Competency Assessment Tool*” 2004 Congress on Healthcare Management: American College of Healthcare Executives, Chicago, IL, March 2004.
- **Munroe, A.E.** “*Healthcare Leadership: The Challenges Facing the Executive*” 21<sup>st</sup> Annual S. Tanner Stafford Lecture Series, Florida A & M University, Tallahassee, FL, November 2003.
- **Rose, P.R., Munroe, A. E.** “*Organizational Cultural Competence Assessment and Implementing the CLAS Standards: A Community Health Center’s Experience*” Culturally Competent Care Multicultural Healthcare: A Mosaic for the New Millennium. UMDNJ/ RWJ Foundation Conference. September 2003.
- **Munroe, A.E., Rose, P.R.** “*Evaluation of a Successful 3-year HIV / AIDS Capacity Building Project*” 13<sup>th</sup> International Conference on AIDS and STIs in Africa. Nairobi, Kenya, September 2003.



- **Munroe, A.E., Rose, P.R.** “*Overview of a Comprehensive Evaluative Study Exploring Models of Treatment and Care in Diverse Settings*” 2<sup>nd</sup> International AIDS Society Conference on HIV / AIDS Pathogenesis and Treatment. Paris, France, July 2003.
- **Rose, P.R., Munroe, A. E.** “*The Efficacy of the Use of OraSure to Increase Voluntary HIV / AIDS Counseling and Testing*”. 2<sup>nd</sup> International AIDS Society Conference on HIV / AIDS Pathogenesis and Treatment. Paris, France, July 2003.
- **Munroe, A.E.** “*Leadership in Healthcare Systems: Preparing for the Challenge*” Department of Health Policy & Management Student Lecture. Mailman School of Public Health, Columbia University, New York, May 2003.
- **Rose, P.R., Munroe, A.E.** “*Translating Cultural Competency and Diversification into Rewards and Profitability: Highlights of a Replicable Model*” 2002 Congress on Healthcare Management: American College of Health Care Executives, Chicago, IL. March 2003.
- **Munroe, A.E., Rose, P.R.** “*The EOFHC, Inc. Cultural Proficiency Model*” 16th Annual Conference, Counseling and Treating People of Colour: An International Perspective, St Thomas, VI. December 2002.
- **Munroe, A.E., Rose, P.R.** “*Report on Deliberations and Recommendations of Executive Leadership and Cultural Competency-Aruba 2002*” 16th Annual Conference, Counseling and Treating People of Colour: An International Perspective, St Thomas, VI, December 2002.
- **Munroe, A.E., Rose P.R.** “*National Cultural Proficiency Model (Phase II): Adherence to the CLAS Standards and Beyond*” National Association of Health Service Executives, Miami, FL, October 2002.
- **Rose P.R., Munroe, A.E.** “*A National Model on Cultural Competency / Proficiency*” Executive Leadership and Cultural Diversity: A Call for Higher Concern and a Pathway to Implement Cultural Diversity in the Workplace, Aruba, N.A., June 2002.
- **Rose, P.R., Munroe, A.E.** “*Enhancing Customer Service Through Cultural Competency Initiatives*. 2002 Congress on Healthcare Management: American College of Health Care Executives, Chicago, IL, March 2002.

- **Rose P.R., Munroe, A.E.** “*Phase II of the EOFHC, Inc. National Cultural Proficiency Model: Adherence to the CLAS Standards and Beyond*”. 2002 Policy and Issues Forum: National Association of Community Health Centers, Inc. Washington, D.C., March 2002.
- **Rose, P.R., Munroe, A.E.** “*Closing the Gap: An Effective, Innovative Community-level HIV/AIDS Prevention and Intervention Project*”. XI International AIDS Conference 2002, Barcelona, Spain, Monduzzi Editor: International Proceedings Division, July 2001.
- **Rose, P.R., Munroe, A.E.** “*Prevention of Substance Exposed Infants: The EOFHC, Inc. Jefferson Reaves House Residential Treatment Program*”, Third National Conference on Women, SAMHSA Conference, Orlando, FL, June 2001.
- **Rose, P.R., Munroe, A.E.**, “*From Cultural Competency to Cultural Proficiency: The EOFHC, Inc. Model*”, 26<sup>th</sup> Annual Policy and Issues Forum, National Association of Community Health Centers, Inc., February 2001.
- **Rose, P.R., Munroe, A.E.**, “*The EOFHC, Inc. Cultural Competency/Proficiency Model for Physicians*”; Preventive Medicine 2001 Annual Conference, February 2001.
- **Munroe, A.E., Butts, G. et. al.** “The Impact of Medicaid Managed Care on the Children served by The New York City Health Department Family Health Services”, American Public Health Association, 1995.