IIE Humphrey Enhancement Workshop
Bending the Curve
Monday, March 13 – Thursday, March 16, 2023

Point of Contact: Courtney Giordano, Director, Global Education

Monday, March 13th

8:30 am **Welcome and Introduction to UC San Diego**

Design and Innovation Building, Room 208

Tamara Cunningham, Assistant Vice Chancellor Global Initiatives
Courtney Giordano, Director, Global Education
Jan Kleissl, Professor of Mechanical and Aerospace Engineering

Suggested reading: https://univcomms.ucsd.edu/campus-profile/index.html

8:45 am - 9:15 am **Sustainability at UC San Diego**

Design and Innovation Building, Room 208

Michelle Perez, UC San Diego Energy & Sustainability Manager

Learning outcome: Provide an overview of energy, water, waste, and food sustainability initiatives at UC San Diego.

Suggested reading: https://sustainability.ucsd.edu/

Michelle Perez has been with UC San Diego in various positions within Resource Management & Planning for over eleven years. As the Utilities and Sustainability Department's Energy and Sustainability Manager, Michelle manages the campus carbon neutrality, energy, and sustainability efforts. She also serves as the co-chair of the UC San Diego Advisory Committee on Sustainability. Prior to UC San Diego,

Michelle was a US Naval Officer and science/math teacher. She earned her engineering degree from Northwestern University, is a Professional Mechanical Engineer and holds a Master's in Education.

9:15 am - 10:15 am **Sustainable Microgrid Energy Systems**

Design and Innovation Building, Room 208

Jan Kleissl, Professor of Mechanical and Aerospace Engineering; Director, UC San Diego Center for Energy Research

Learning outcome: Overview of solar energy and microgrid technologies and current landscape with a focus on off-grid hybrid solar powered systems in developing countries. Preview of Climate Change course at Scripps Institution of Oceanography, the birthplace of the "Keeling curve" that tracks atmospheric CO2 concentrations.

Suggested reading: National Renewable Energy Lab, "Evaluate Distributed Energy Technologies for Cost Savings and Resilience with REopt Lite."

Professor **Jan Kleissl** researches the interaction of weather with engineering systems, in particular buildings and their energy use, solar power systems, and irrigated lands. He developed the first building energy use model that is coupled with weather processes in the urban canyon and urban fluid mechanics through large eddy simulation. This models can be used to study the impact of urban surfaces on human comfort and energy use. For example, even though artificial turf get very hot in the sun, it was found to reduce energy use of nearby buildings due to a reduction of window transmission of solar radiation. Kleissl is also an expert on solar resource assessment and forecasting and is co-director of the California Solar Energy Collaborative and Vice-Chair of the American Solar Energy Society resource applications division. Using high frequency solar irradiance measurements and whole sky imagery, Kleissl's research group has developed cloud tracking and intra-hour solar forecasting models. These models are expected to be critical to facilitate economical integration of large amounts of solar power into the electric grid.

Jan Kleissl received a Ph.D. in 2004 from Johns Hopkins University and was a postdoctoral fellow at Michigan Technological University from January 2004 to October 2005. He was a postdoctoral fellow at New Mexico Tech from October 2005 until he joined UC San Diego in November 2006.

10:30 am – 11:30 am **Campus Sustainability Tour**

Bonner Hall "What Hath God Wrought" to "Sun God" along Ridgewalk
*this tour will focus on sustainable irrigation and landscaping at UC San Diego while also featuring two iconic pieces of the Stuart Art Collection

David Boggs, Campus Irrigation Supervisor

Learning outcome: UC San Diego operates like a city of 50,000 students and staff with its own energy microgrid, water, and waste systems. UC San Diego campus operators and sustainability managers will showcase technologies and strategies that have proven to work in advancing the campus towards its sustainability goals.

David Boggs is the Landscape Construction and Irrigation Superintendent for UC San Diego, where he supervises multiple teams in the Landscape Services department and participates in the plan review process of all campus development projects. David's teams are responsible for the operation and maintenance of extensive campus irrigation systems, maintenance of the roads and sidewalks throughout campus, and maintenance of the light and heavy power equipment utilized by landscape personnel to perform their duties. With 12 years of experience in the Horticulture and Irrigation Industry, David's positive attitude and helpful nature has earned him the respect of UCSD campus planning, making him a go-to person for help on projects. David holds multiple degrees and certifications in Horticulture, and teaches Irrigation and Plant Identification courses in the evening at Cuyamaca College. In his spare time he enjoys taking his wife and children to botanic gardens, National Parks, and his very favorite place in the world; the redwoods of Northern California.

12:00 – 1:30 pm **Welcome lunch and group photo**

Design and Innovation Building Room 208

Alysson M. Satterlund, Vice Chancellor for Student Affairs
Tamara Cunningham, Assistant Vice Chancellor Global Initiatives

1:30 – 2:30 pm **Bending the Curve: Climate Change Solutions™.**
*****this session will be a hybrid format to allow Humphrey Fellows who are not participating in the workshop to join remotely. The virtual portion can be accessed by registering for the session using this Zoom link

Design and Innovation Building, Room 208

Fonna Forman, Professor of Political Science; Director, Center on Global Justice

Learning outcomes: Appreciate the value of taking an "integral" approach to climate solutions that merges science and technology with governance and policy, finance, land-use, societal transformation and ethics; Understand climate change impacts on vulnerable populations across the San Diego-Tijuana border region, with a special focus on climate migration; Learn about UC San Diego's efforts to accelerate cross-border climate adaptation efforts, with a focus on the UC San Diego Community Stations initiative.

Suggested reading: Ramanathan, V. et.al. *Bending the Curve: Climate Change Solutions* (https://escholarship.org/uc/item/6kr8p5rq)
"Climate Change", V. Ramanathan, 1- 1

"Humans, Nature, and the Quest for Climate Justice", Fonna Forman and David Pellow, 2-1

Fonna Forman is Professor of Political Science, and founding director of UC San Diego's Center on Global Justice, launched in 2012 to advance cross-disciplinary research on poverty and environmental crisis, with an emphasis on collective action at community scale. From 2014-8, Forman was appointed by British PM Gordon Brown to the *Global Citizenship Commission*, advising UN policy on human rights in the 21st century. In 2021 she was appointed by University of California President Michael Drake to Co-Chair the UC Global Climate Leadership Council, advising his office on climate policy, research and education.

Forman partners closely with UCSD climate scientist Veerabhadran (Ram) Ramanathan, researching the social impacts of climate change, including: the influential 2015 University of California *Bending the Curve* report on climate change solutions, for which Forman served as Vice-Chair; papers on "climate migration" and 'climate justice' for the Pontifical Academy of Sciences (Vatican); and several high-profile policy collaborations. They also lead climate education agendas, piloting *Bending the Curve* as an undergraduate course that is taught across the University of California system and across the world.

Forman also partners closely with UCSD architect Teddy Cruz on urban and public research agendas in the San Diego-Tijuana border region and beyond. From 2012-14 they were special advisors on civic and urban initiatives for the City of San Diego and led the development of its Civic Innovation Lab. Together they lead *the UCSD Community Stations, a network of field stations across the border region, designed for collaborative research and pedagogy on poverty, environmental justice and social equity.* Their work has been profiled widely, including in *The New York Times, The LA Times, The Washington Post, CNN International* and *Domus*; and exhibited in prestigious cultural venues across the world, including the Museum of Modern Art (NY); the Cooper Hewitt National Design Museum (NY) and the 2018 Venice Architectural Biennale. Their work has been *funded by the Andrew W. Mellon Foundation, the Ford Foundation, ArtPlace America,* the National Science Foundation and the California Energy Commission.

Forman holds a Ph.D. in Political Science from the University of Chicago, a J.D. from the University of Wisconsin Law School and a B.A. in Political Science from the University of Wisconsin-Madison.

3:00 pm - 3:30 pm **Introduction to Call to Action**

Design and Innovation Building (DIB), Room 208

Courtney Giordano, Director, Global Education

This interactive session will introduce the expected outcome of participation in the four-day workshop. Session facilitators will help participants form groups of two to four that will work collaboratively on developing a policy platform, industry impact plan, NGO, or StartUp plan for a climate solution framed within one of the five categories of the Bending the Curve curriculum: I. Science Solutions Cluster; II. Societal Transformation Solutions Cluster; III. Governance Solutions Cluster; IV: Market- and

Regulations-Based Solutions Cluster; and V. Technology-Based Solutions Cluster. All groups will present their Call to Action project on Thursday, March 16th during the final session.

Tuesday, March 14th

9:00 am – 10:30 am **Policy Design and Evaluation Lab**

Public Engagement Building (PEB), Room 721

Jennifer Burney, Professor; Marshall Saunders Chancellor's Endowed Chair in Global Climate Policy and Research

Learning outcome: Understanding of the linkages between food security, climate change, poverty alleviation and agricultural adaptation.

Jennifer Burney is an environmental scientist whose research focuses on simultaneously achieving global food security and mitigating climate change. She designs, implements, and evaluates technologies for poverty alleviation and agricultural adaptation, and studies the links between "energy poverty"—the lack of access to modern energy services—and food or nutrition security, the mechanisms by which energy services can help alleviate poverty, the environmental impacts of food production and consumption, and climate impacts on agriculture.

Much of Burney's current research focuses on the developing world, and she is particularly interested in the science, technology, and policy of short-lived climate pollutants and the role that mitigation of these compounds can play in meeting both climate and food security objectives.

Burney is a fellow at the Center on Food Security and the Environment at Stanford University and member of the National Geographic Explorers family. She leads the Science Policy Fellows Program at the School of Global Policy and Strategy. She received her PhD in physics from Stanford University.

11:00 am – 12:30 pm **UC San Diego Deep Decarbonization Initiative**
*lunch will be provided during this session

Public Engagement Building (PEB) 721

David Victor, Professor of Innovation and Public Policy, School of Global Policy and Strategy

Learning outcome: How can we accelerate deep decarbonization of modern economies and what type of research can help policy makers do that better? This interactive session will explore interdisciplinary research initiatives from the combined perspectives of the social sciences, engineering and the physical

and biological sciences. The session will unravel global economy adaptations and opportunities as we move toward net-zero emissions.

Suggested reading*: "*The New Way to Fight Climate Change: Small-Scale Cooperation Can Succeed Where Global Diplomacy Has Failed." Foreign Affairs, November 4, 2022.

David Victor is a professor of innovation and public policy at the School of Global Policy and Strategy at UC San Diego. Victor is the co-director of the campus-wide Deep Decarbonization Initiative, which focuses on real world strategies for bringing the world to nearly zero emissions of warming gases. He is also an adjunct professor in Climate, Atmospheric Science & Physical Oceanography at the Scripps Institution of Oceanography. Prior to joining the faculty at UC San Diego, he was a professor at Stanford Law School where he taught energy and environmental law.

His research focuses on regulated industries and how regulation affects the operation of major energy markets. Much of his research is at the intersection of climate change science and policy. Victor authored "Global Warming Gridlock," which explains why the world hasn't made much diplomatic progress on the problem of climate change while also exploring new strategies that would be more effective. The book was recognized by The Economist as one of the best books of 2011. He is most recently the author of "Fixing the Climate," which was published by Princeton University Press.

Victor was a convening lead author for the Intergovernmental Panel on Climate Change (IPCC), a United Nations-sanctioned international body with 195 country members that won the Nobel Peace Prize in 2007. He has been tapped by Southern California Edison to lead the company's Community Engagement Panel for decommissioning of the San Onofre Nuclear Power Plant. Victor is a member of the World Economic Forum's Global Future Council on Energy, where his work focuses on the role of natural gas as a transition fuel to deep decarbonization as well as a member of the Council on Foreign Relations. In 2020, Victor was elected to the American Academy of Arts and Sciences, one of the oldest and most esteemed honorary societies in the nation. He is also a non-resident senior fellow at the Brookings Institution. Victor received his Ph.D., Political Science, Massachusetts Institute of Technology, 1997 and A.B., History and Science, Harvard University, 1987.

1:30 pm - 3:00 pm **WILDCOAST**

Public Engagement Building (PEB) 721

Yehuda Ben-Hamo, Conservation and Media Coordinator

Learning outcome: Understanding of the international approaches to conservation of coastal and marine ecosystems and natural solutions to climate change from the international lens of the California - Mexico border region.

Yehuda Ben-Hamo is WILDCOAST's Conservation and Media Coordinator. You can often find Yehuda in the field, locally in San Diego, at remote project sites in Oaxaca, or deep along the Baja California Peninsula. He helps manage WILDCOAST's production and media work in the US and Mexico and helps support every program through digital storytelling. In addition, Yehuda helps operate our international media channels, supports our development team, assists with outreach events and activities, and works closely with our California Oceans team to enhance conservation policy. Yehuda is very active on behalf of environmental + humanitarian issues. He is the founder of The CORE Project - an NGO focused on enhancing ocean safety through research, outreach, and education - based in San Diego County. He holds a Bachelor's in Environmental Studies from California State University.

Wednesday, March 15th

10:00 am – 11:30 am **Algae as Food and Fuel for the 21st Century (FF21)**

Student Center B - Large Conference Room

Michael Burkart, Professor of Chemistry and Biochemistry
Steven Mayfield, Professor of Biological Sciences

Learning outcome: Tour of FF21 labs, introduction of products, and uses of large molecule algae.

Suggested reading: pending

Michael Burkart is Professor of Chemistry and Biochemistry, Director of the Center for Renewable Materials and Associate Director of the California Center for Algae Biotechnology. He received a BS in Chemistry from Rice University and a Ph.D. in Chemistry from The Scripps Research Institute, followed by a post-doctoral fellowship at Harvard University. Started in 2002, the Burkart Laboratory pursues interdisciplinary research in the fields of organic and biological chemistry, with a focus on natural product biosynthesis and engineering. Mike is a Co-Founder of Algenesis Materials in 2016, the developers of Blueview Footwear, and Aspera Biomedicines in 2021.

Stephen Mayfield is Distinguished Professor of Biology and the Director of the California Center for Algae Biotechnology, at the University of California, San Diego. His research focuses on the molecular genetics of green algae, and on the production of bio-products using algae as a production platform, focusing on recombinant protein and bio-polymers. Steve received BS degrees in Biochemistry and Plant Biology from Cal Poly State University in San Luis Obispo, and a PhD in Molecular Genetics from UC Berkeley. Following a post-doctoral fellowship at the University of Geneva Switzerland he returned to California as an assistant professor at the Scripps Research Institute where he remained for 22 years becoming the Dean of Biology before joining UC San Diego in 2009. In addition to running his research group and university research centers, Steve also founded Rincon Pharmaceutical in 2005, Sapphire Energy in 2007, Triton Health and Nutrition in 2013, and Algenesis Materials in 2016.

12:00 pm - 1:00 pm **Lunch**

1:00 pm - 1:30 pm **Take UC San Diego Shuttles to Scripps Campus**

1:30 - 2:30 pm **Tour of the Ellen Browning Scripps Memorial Pier**

The Ellen Browning Scripps Memorial Pier is an icon of UC San Diego's Scripps Institution of Oceanography and a vital research facility that houses numerous environmental monitoring stations and enables small boat and scientific diving operations.

The modern Scripps Pier was built in 1988, replacing the original pier built in 1916 with funds provided by its namesake patron, and is considered one of the world's largest research piers. Data on ocean conditions and plankton taken from the pier provide an unparalleled source of information on changes in the coastal Pacific Ocean.

The pier also provides a supply of filtered seawater, a critical resource for a marine institution, to an array of laboratories and aquaria. Pumps are located under the pier deck and draw about one million gallons of seawater each day to supply fresh seawater. There is a roughly six-foot rise in elevation from the base of the pier to its end to allow seawater to flow by gravity to a trough at the shore where the water is filtered and then routed to a series of holding tanks.

The seawater is then delivered to two Experimental Aquarium facilities on the Scripps campus, Birch Aquarium at Scripps, the NOAA Southwest Marine Fisheries Science Center (SWFSC), the Hydraulics Laboratory, and individual laboratories. A tap located between SWFSC and Scripps Oceanography's Keck Center at the north end of campus makes the seawater available to private and commercial aquaria free of charge.

Small boats are launched from either side of the pier to support nearshore research, to supply feed for marine organisms at Birch Aquarium at Scripps, and for scientific diving training operations. A three-ton overhead bridge crane lowers boats into the ocean. Roughly 300 small boat operations take place every year.

The pier is used as an instrument mounting platform and continuous sampling station. Scripps Oceanography has the longest daily seawater surface temperature-monitoring program in the Pacific Rim, which originally started in 1916. To this day, collection of seawater for temperature and salinity readings is done by hand and maintained by the Shore Stations program at Scripps.

The pier also houses meteorological stations and radar units for measuring surface currents. Intake valves at the end of the pier supply air samples for analysis of airborne particles known as aerosols and a variety of gases including oxygen and carbon dioxide.

On the pier's pilings, the Scripps Plankton Camera system documents the types of plankton in the water column and their quantity. Imagery is presented to viewers in real time. Scripps undergraduate and graduate courses may do field work on the pier, and experiments are conducted including measuring plastic degradation.
This ensemble of instruments is a vital resource that enables monitoring of hazards such as blooms of harmful algae, oil spills, or sewage runoff. It also contributes to a core Scripps Oceanography mission to make high-quality, long-term observations of fundamental ocean conditions.

2:30 pm - 4:00 pm **Sea Level Rise and Coastal Flooding**

Scripps Beach, La Jolla Shores

Mark Merrifield, Professor, Oceanography; Director, Center for Climate Change Impacts and Adaptation

Learning outcome: Fellows will participate in a mapping experiment on the Scripps Beach next to the pier to visualize what future sea level rise will look like for this shoreline. This will include a beach survey, identifying the mean high tide elevation, and sea level increases based on projections. The experiment will culminate with a series of markers that will indicate the position of future shorelines, to provide a tangible illustration of sea level rise. The experiment will also take a drone snapshot from above to document the project.

Suggested reading: NOAA Global and Regional Sea Rise Scenarios for the United States Technical Report, Executive Summary

Mark Merrifield has spent the past two decades studying global and regional sea-level change. A Scripps alumnus, Merrifield returned to campus from a 20-year stint as director of the University of Hawaii Sea Level Center to direct the Center for Climate Change Impacts and Adaptation. Merrifield's research areas include sea-level rise and climate variability, coastal oceanography, and nearshore processes. He received his PhD in Oceanography from Scripps in 1989, was a postdoctoral researcher at the University of New South Wales in Sydney, Australia from 1989 to 1991, followed by a return to Scripps as a project scientist and researcher. In 1994, he joined the faculty at the University of Hawaii at Manoa in the Ocean Engineering department, subsequently moving to the Oceanography department from 1997-2017. He has a longstanding interest in linking basic and applied research outcomes to practical solutions for societal benefit. Merrifield has had experience working with partners in academia, industry, government, and non-government organizations as the chair of the Global Sea Level Observing System, as the lead investigator of the Waves and Water Level component of the Pacific Integrated Ocean Observing System (PacIOOS), and as a lead author of the Sea Level Change chapter of the Fifth Assessment Report of the Intergovernmental Panel on Climate Change. As the Center director, Merrifield is supporting and conducting research that advances the understanding of climate impacts and provides meaningful projections, while preparing the next generation of scientists, engineers, and policymakers in risk assessment and adaptation strategies.

Thursday, March 16th

9:00 am - 10:30 am **Changemaker Institute**

Public Engagement Building (PEB), Room 721

Audra Buck-Coleman, Assistant Director

Learning outcome: To learn about the variety of programs and initiatives that activate the changemaking ecosystem.

Suggested reading: pending

The Changemaker Institute serves as the nucleus of UC San Diego's ecosystem for changemaking and changemaker education, and provides a supportive infrastructure for interdisciplinary, cross-campus collaboration in research, education, community engagement, and advocacy. The Changemaker Institute leverages valuable expertise and experience, enhances cross-campus and community partnerships, strengthens existing initiatives, and catalyzes innovation. It is the embodiment of UC San Diego's commitment to transform higher education into an instrument for positive change and social impact.

Dr. Audra Buck-Coleman is the inaugural Associate Director for the Changemaker Institute at UC San Diego. In this role, she connects campus members and outside communities for collaborative projects that seek to make the world more just, sustainable, and inclusive. She strives to facilitate positive social change throughout the campus and beyond.

She is also an author, educator, designer, and social design researcher. Her research and creative practice focus on social justice design, the ways art and design can create positive change in culture and society. For more than 20 years, she has been creating collaborative cross-community projects that seek to close the distance between our perceived identity differences and to advocate the needs of underrepresented groups. Of these, nine have engaged off-campus partners, two have been conducted internationally, 11 have addressed issues of underrepresented groups, and 14 have resulted in exhibitions.

Dr. Buck-Coleman holds an Ph.D. in sociology with an emphasis in social psychology and social mobility and inequality from University of Maryland, College Park, an M.F.A. in two-dimensional design from Cranbrook Academy of Art, and a bachelor's degree in Journalism from University of Missouri-Columbia. She leverages this knowledge to research issues of culture, racial and social inequality, identity, social psychology, and social movements. She concentrates this work on the ways art and design can potentially undermine stereotypes, prejudice and bias.

She has taught on three different campuses: Wayne State University, University of Alabama at Birmingham, and most recently at University of Maryland, College Park, where she was a tenured Associate Professor and director of the graphic design program.

10:30 am - 12:00 pm **Sustainable Development and Equity-Focused Community-Centered Design**

Public Engagement Building (PEB), Room 721

Mandy Bratton, Executive Director

This presentation will introduce participants to sustainable development as an analytical and normative concept. It will explore the differences between "wicked problems" or adaptive challenges, such as the UN SDGs, and technical problems. Technical problems are typically easy to identify and lend themselves to relatively straightforward solutions that require expertise. On the other hand, wicked problems are adaptive challenges, more difficult to identify, and their resolution requires expertise and, more importantly, forging a partnership with those who have lived experience of the problem (Heifitz, 2010).

Participants will be introduced to a model of Equity-Focused Community-Centered Design employed by the UC San Diego Center for Global Sustainable Development (https://cgsd.ucsd.edu/) and its constituent programs, including the internationally recognized Global TIES program. Now in its twentieth year, Global TIES (https://globalties.ucsd.edu/) partners interdisciplinary teams of undergraduates with communities and community organizations to co-create solutions to development problems. This model will be illustrated through a case study describing how Global TIES is helping a rural community in the Philippines harness solar energy to reduce dependence on an expensive and unreliable grid.

Learning Outcomes: Participants will gain an understanding of:

1. Sustainable development as both an analytical and normative concept.
2. The key differences between adaptive challenges and technical problems.
3. Equity-Focused Community-Centered Design.

The Center for Global Sustainable Development promotes and supports innovation that is both environmentally sustainable and socially just. In keeping with the mission of the Jacobs School of Engineering, the Center encourages students, faculty, staff, and alumni to pursue innovation for the global good that especially benefits those at the bottom of the wealth pyramid. The Center emphasizes problem-focused, solutions-oriented, human-centered education and research aimed at addressing some of the world's most pressing problems. These include the United Nations Sustainable Development Goals and the National Academy of Engineering's Grand Challenges. The Center for Global Sustainable Development is a founding member of the UC San Diego Changemaker Institute.

Dr. Mandy Bratton serves as the Executive Director of the UC San Diego Center for Global Sustainable Development. The Center is home to the award-winning Global TIES program and the National Academy of Engineering's (NAE) Grand Challenge Scholars Program. These programs inspire students to collaborate with communities to co-create innovative solutions to urgent problems, such as those represented by the United Nations Sustainable Development Goals and the NAE Grand Challenges.

Mandy also serves as a Founding Director of the UC San Diego Changemaker Institute. She is an Ashoka U Change Leader and was instrumental in making UC San Diego an Ashoka U Changemaker Campus – one of only 45 worldwide. She served as the Principal Investigator for SISTERS, a National Science Foundation-funded project to design and study the impact of an after-school STEAM program for 5th and 6th-grade girls facilitated by undergraduate mentors majoring in STEM. Before coming to UC San Diego, Mandy earned a Ph.D. in Counseling Psychology from the University of Texas at Austin and served as a senior faculty member in Psychology and Human Development and Interim Associate Dean at Prescott College for the Liberal Arts, the Environment, and Social Justice. She also earned a Public Leadership Credential from the JFK School of Government at Harvard University. Mandy has sailed around the world three times with the Semester at Sea Global Studies Program and serves as president emeritus of its alumni association and as an ex officio member of its Board of Trustees. She holds an academic appointment as a Continuing Lecturer. Her primary interests as a scholar, teacher, practitioner, and global citizen include sustainable development, gender, leadership, ethics, and advancing social and environmental justice.

12:00 pm - 2:30 pm **Lunch, Call to Action Presentations and Presentation of Certificates**

Public Engagement Building (PEB), Room 721

All Fellows

Learning outcome: This session will feature small groups of Humphrey Fellows presenting their Call to Action plans. Following the presentations, Fellows will be presented with a Certificate of Completion.