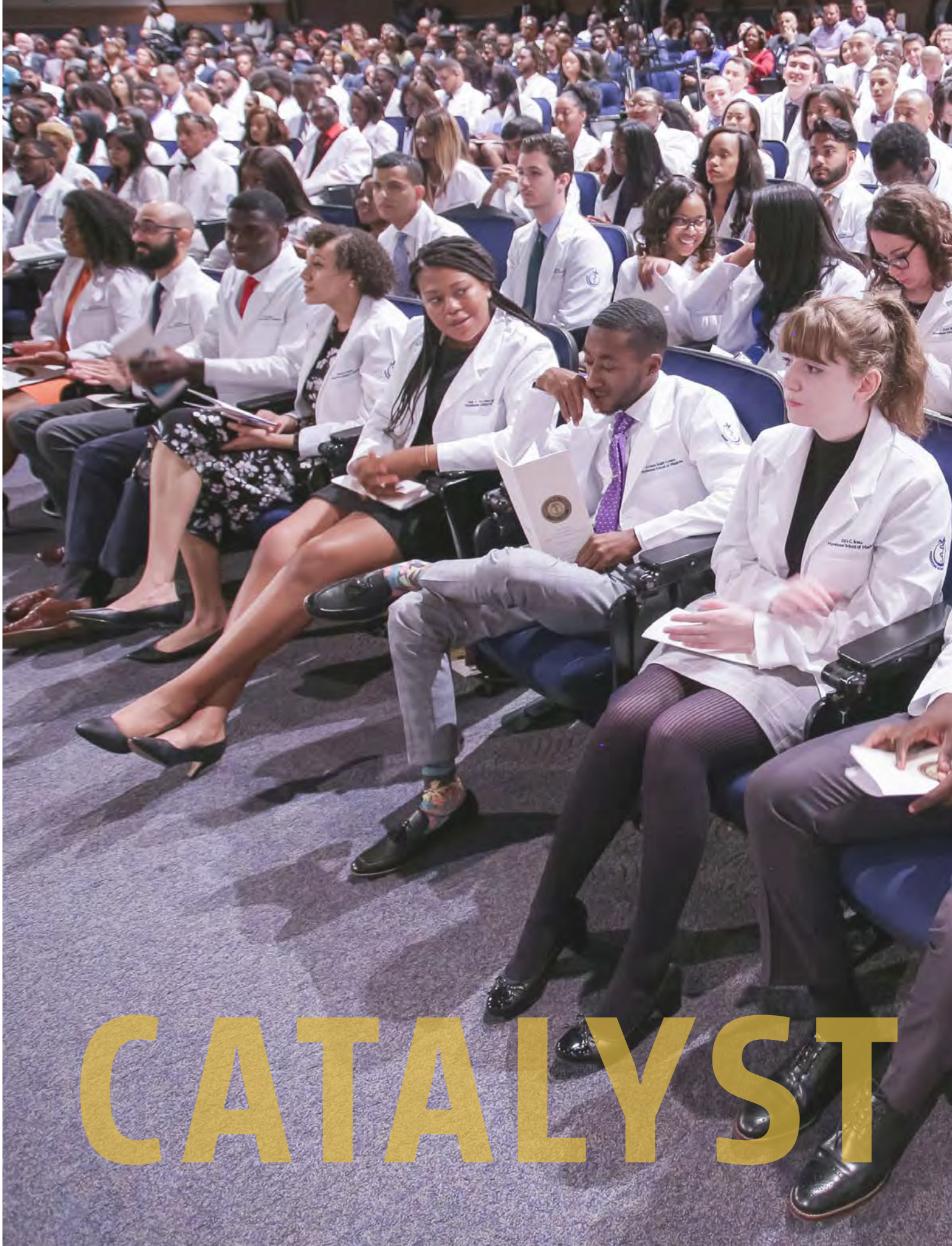



2019 Annual Report

CATALYST



CATALYST



TO BE A CATALYST is to be an agent of change, something that provokes or speeds significant change or action, as in a chemical reaction. A catalyst precipitates an event, inspiring others, making great things happen.

Morehouse School of Medicine is a catalyst.

For more than four decades, MSM has graduated the healthcare learners and leaders our nation needs most. We have created a pipeline for underserved children to become medical professionals. We have disseminated new and proven models of care. We have discovered new innovations and shared big ideas. We have provided unparalleled service to those who need it most.

We are Morehouse School of Medicine,
and we are a catalyst.



MISSION. VISION. VALUES.

Mission

MSM is dedicated to:

- Improving the health and well-being of individuals and communities;
- increasing the diversity of the health-professional and scientific workforce;
- addressing primary health care needs through programs in education, research, and service ...

... with emphasis on people of color and the underserved urban and rural populations in Georgia and the nation.

Vision

Leading the creation and advancement of health equity

Vision Imperatives

- Translating Discovery into Health Equity
- Building Bridges Between Health Care and Health
- Preparing Future Health Learners and Leaders

Core Values

Our core values guide organizational behavior and shape MSM's future.

- **EXCELLENCE:** Achieving the highest level of performance in all endeavors
- **SERVICE:** Treating all people and communities with respect, compassion, and empathy
- **KNOWLEDGE:** Sharing our ideas, discoveries, methods, and skills to advance health equity
- **WISDOM:** Valuing the knowledge and experience of all individuals
- **INTEGRITY:** Upholding the highest standards of ethical behavior, transparency, and accountability
- **INNOVATION:** Creating inspired solutions in science, service, and education



RANKED #1 IN SOCIAL MISSION

Morehouse School of Medicine is ranked the number one medical school in the nation in fulfilling its social mission, a role emphasized as critical to improving the country's Overall health care.

The Social Mission of Medical Education. Annals of Internal Medicine. 2010 Jun 15; 152(12):804-11. Awarded the Josiah Macy, Jr. Foundation Award for Institutional Excellence in Social Mission. 2016. Mission of Medical Education. Annals of Internal Medicine.





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Message from the President and Dean

Dear Friends of Morehouse School of Medicine:

Education and training, patient care, research, and advocacy around health equity remain the hallmarks of Morehouse School of Medicine’s mission. The persistence of health disparities demand that we aggressively work toward solutions that not only increase access to quality care, but also address inequities in health outcomes.

At Morehouse School of Medicine, we serve as a catalyst for culturally competent, innovative medicine. This requires us to transcend the traditional role of an academic health center and work alongside the communities we serve, addressing the challenges and issues they face not as the voice of authority but as a trusted partner.

Being a catalyst means understanding that you alone are not the sole force driving change. Rather, we must act collectively to bring together individuals from different walks of life and communities to jointly develop powerful new ideas and integrate critical resources, daring to look at problems through a different lens.

The challenges are daunting, because we are not just dealing with health

itself but also the impact of social determinants on one’s health. Many people, particularly those of color or living in underserved areas, have little to no access to health care, quality education, or fresh and healthy food. These constraints — along with gaps in our healthcare delivery system, low engagement of minority population in research, and challenges in diversifying the physician and scientific workforce — create significant barriers to health equity. We must change the current trajectory.

Normally, if change occurs at all, it does so slowly, incrementally. But we do not have time to wait. The world needs a catalyst to speed these changes along. Morehouse School of Medicine is that catalyst.

Each day, we challenge our students, staff, and faculty to ask themselves, “How am I making a difference? What am I a catalyst for, when it comes to translating discoveries into health equity; building bridges between health care and health; prepar-

ing feature health learners and leaders; and establishing collaborative, strategic partnerships that advance equity?” We are proud of the work underway in our classrooms, our laboratories, and our community, because we know it is inspiring change and advancing health equity.

As we continue to promote health care and healthy living, we will challenge ourselves to be both an innovator and catalyst for health equity. This report offers a glimpse into the many ways this is occurring at Morehouse School of Medicine. We invite you to partner with us in creating change — and a more equitable future for all.

Valerie Montgomery Rice, MD
President and Dean

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(*ex-officio, Student Trustee*)
MD Candidate 2019, SGA President
2018-2019

Greetings Friends of Morehouse School of Medicine

Education is a catalyst that sparks extraordinary results. It feeds our talents and hones our skills, allowing them to bloom. It is the single-most powerful, high-impact stimulant for transformation.

The Board of Trustees is proud of MSM's long history as a catalyst for opportunity and hope for our students, our patients, and our community. We salute the work that carries this legacy forward.

Among this work is the creation of the new Physician Assistant Studies program at MSM, launched in 2019 to help diversify the healthcare field, address the nationwide shortage of physicians, and improve healthcare delivery. MSM also has added online degree programs in public health and biotechnology. And, as the country contends with a scarcity of STEM graduates, MSM is serving as a catalyst of change by expanding Pipeline Programs that introduce K-12 students to the health sciences.

In the lab and in the field, MSM's researchers explore cardiovascular disease, cancer, addiction, and other health issues through the lens of African Americans and other underrepresented populations. They prod pharmaceutical companies to increase the number of minority patients participating in clinical trials in the hope this will lead to the development of medical treatments better tailored to these populations. In quantifiable terms, Fortune magazine reported that MSM leads all Historically Black Colleges and Universities in the number of patents approved during the last decade, with 63.

As a community catalyst in Atlanta's Westside neighborhood and beyond, MSM believes in being a strategic and open-minded observer and listener, then bringing in its own viewpoints and ideas. One example of this approach is Entra West, the new mixed-use development on



Lee Street that will open in 2020, bringing student housing, market-rate apartments, and street-level retail across the street from MSM. This project promises to continue to revitalize the neighborhood.

This is the nature of being a catalyst. Transformative energy generates new viewpoints and inspires us all to think the impossible is possible. We thank all our supporters and friends who have ensured MSM will continue to serve as a catalyst for great change.

Arthur R. Collins
Board of Trustees Chair

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Elan Pharmaceuticals

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Private Practice Physician, OB/GYN

Sylvester McRae, MD
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President & CEO, GE Power Portfolio

David Thomas, PhD
(ex-officio)
President, Morehouse College

Henry "Hank" Thomas
President, Victoria Hospitality
Properties



A Catalyst For...

REVERENCE

Founded in 1975 and independently chartered in 1981, Morehouse School of Medicine has a rich history of training world-class minority students to become physicians, biomedical scientists, and public health professionals. In turn, alumni honor the MSM ethos by providing care for underserved communities locally, nationally, and internationally.

LEGACY. FUTURE. DEPTH. TEXTURE. ACHIEVE. INSPIRE.

Driving Change

The medical professionals we educate and graduate are our greatest asset and best hope of addressing the most urgent and pressing health issues and ending disparities in underserved communities. Our students are vital to our vision of leading the creation and advancement of health equity.

MSM WELCOMES 165 NEW FUTURE HEALTH LEADERS

MSM achieved its goal of attracting 100 incoming Doctor of Medicine students for the second consecutive year. The incoming class is composed of students from an array of undergraduate and graduate disciplines.

The new class received their traditional white coats, emblazoned with MSM seals and custom nameplates, during the 34th Fall Convocation and White Coat and Pinning Ceremony. During the ceremony, 43 new Graduate Education in Biomedical Sciences students received white lab coats and another 23 students in the Master of Public Health program donned blue blazers.

FIRST AFRICAN AMERICAN WOMAN TO LEAD AMA URGES GRADS TO FIND THEIR 'AUTHENTIC VOICE'

Renowned Atlanta psychiatrist Patrice Harris, MD, bestowed a vital message upon MSM's graduating class of 2019. Dr. Harris acknowledged the ever-changing and unique challenges that every generation of physicians and scientists face. Now serving as the first African American woman to lead the American Medical Association, Dr. Harris urged MSM graduates to stand in their authentic voices as they moved into their professional lives.

MSM GIFTS NEARLY \$1M IN 'GRADUATION PRESENTS' TO REDUCE STUDENT DEBT

Student debt remains a significant issue, with the majority of medical school students owing about \$200,000 upon graduation. MSM continued to show its commitment to reducing the burden by gifting the class of 2019 \$940,249 in scholarships, an increase of almost \$125,000 over the previous year.

In 2019, MSM awarded scholarships to 119 eligible graduating seniors.

Morehouse School of Medicine is a trusted leader in health care education. We are committed to being a catalyst for real change in the healthcare field.



Education Programs

DOCTOR OF MEDICINE

White Coats & Yellow Jackets: MSM, Georgia Tech Team Up On Dual MD/MBA

President and Dean Valerie Montgomery Rice, MD, announced a new partnership with the Georgia Institute of Technology's Scheller College of Business during MSM's 34th Convocation and White Coat and Pinning Ceremony. The partnership will create a new dual-degree program, wherein MD students can complete their medical and business degrees in a total of five years, reducing the cost and time traditionally required to complete the degrees separately.

GRADUATE EDUCATION IN PUBLIC HEALTH

MSM seeks to serve as the leading national model for community-focused public health education, research, practice, and policy. We strive to develop leaders whose work with community-based organizations — as well as local, state, national, and international agencies — advances those interests while working to reduce health disparities.

Our work on this began in 1999, when MSM made history as the first HBCU to be accredited by the Council on Education for Public Health. Since then our Graduate Education in Public Health program has focused on educating the next generation of public-health leaders, serving and creating healthy communities, leading the way during National Public Health Week, and providing public health theory that supports our social mission.

In 2019, the program celebrated another milestone, welcoming the inaugural cohort group for the Executive Master of Public Health, one of MSM's first online programs.

Our location in the historic West End community affords our students ample opportunities for community engagement through GEPH's Community-Academic Partners. GEPH students provide services to schools, churches, food banks, advocacy groups, and other community-based organizations, many of which are located within two-mile radius of campus. GEPH's annual community health and wellness fair, held during National Public Health Week, provides health screenings and information along with food giveaways, healthy cooking and safety demonstrations, and hot showers for hundreds of attendees.

As Morehouse School of Medicine continues its evolution as a health-sciences institution, GEPH will be at the epicenter. We are developing plans to expand our concentrations, to add doctoral degrees, and to build dual-degree options.

Dr. Miles-Richardson Assumes Historic Public Health Leadership Role

Stephanie Miles-Richardson, DVM, PhD, is the first African American president of the Council of Education for Public Health. CEPH is an independent agency recognized by the U.S. Department of Education to accredit schools of public health and health programs. Dr. Miles-Richardson currently serves as MSM's Associate Dean of Graduate Education in Public Health. She is also director of the MSM Master of Public Health program.

31st Parker Symposium Recognizes Outstanding Student Research

Students from across Georgia gather annually to showcase innovative research findings at the Morehouse School of Medicine Dr. Curtis L. Parker Research Symposium. Students from several Georgia colleges and universities, including those in the Atlanta University Center Consortium, convened to examine topics ranging from mental health among female breast-cancer survivors to restaurant zoning policies that contribute to obesity rates in low-income communities. Awards were presented to the following winning researchers:

- Three Minute Thesis Competition — Crystal Lipsey (MSM) and Ian Saunders (MSM)
- Curtis L. Parker Award — Jasmine George (MSM) and Annette Nti (MSM)
- Graduate Education in Biomedical Science Award — Aisha Atwater (MSM)
- Hon. Louis B. Stokes Research Award — Malcolm Williams-Green (Morehouse College)
- Jay Romans Medical Student Research Award — Djibril Niang (MSM)
- Postdoctoral Research Award — Jeong Hwan Kim (Morehouse-Emory Cardiovascular Center for Health Equity)

GRADUATE EDUCATION IN BIOMEDICAL SCIENCES

Morehouse School of Medicine's research portfolio in cancer, cardiovascular disease, neuroscience, HIV/AIDS, and other topics that heavily impact underserved communities is well established. Perhaps equally important is our ability to train those researchers in the rigors of translating research discoveries into health equity. That task falls to our Graduate Education in Biomedical Sciences division.

GEBS offers a doctorate in biomedical sciences and Master of Science degrees in biomedical research, clinical research, and neuroscience, all in a nurturing research and academic environment. The MS in medical science program appeals to students who are committed to clinical practice but are seeking to enhance their credentials for medical school admission. For those

deciding between health-related research and clinical practice, the MS in biomedical research can provide a perfect bridge.

GEBS welcomed 35 entering students in fall 2019 and graduated 31 during Commencement exercises in spring 2020. The addition of the online MS in biotechnology program will grow enrollment and create opportunities for working professionals to advance their careers while inspiring inquisitive undergraduate students to chart their own courses into this rapidly growing field.

GRADUATE MEDICAL EDUCATION

Morehouse School of Medicine established the Graduate Medical Education Office in 1988. Under the leadership of Dr. Yolanda Wimberly — associate dean for Clinical Affairs and senior associate dean for Graduate Medical Education, and Designated Institutional Official for the Accreditation Council for Graduate Medical Education — the GME Office provides support for and oversight of seven residency and three fellowship programs to ensure compliance with ACGME accreditation and training requirements.

GME is responsible for the educational environment of its trainees and for implementing policies of the Graduate Medical Education Committee. The GMEC, an ACGME-required entity, monitors, advises, and assists the institution in maintaining a high-quality learning and work environment for trainees while contributing to the success of Morehouse School of Medicine in fulfilling its vision and mission.

GME Quick Facts—2019

The GME Office includes:

- 227 faculty (123 core/104 non-core)
- 170 residents and fellows
- 10 program directors and nine associate directors
- Nine program managers and seven program assistants
- Five office staff positions

There are 42 participating clinical training sites. Major affiliates and training sites include:

- Grady Health Systems
- Atlanta Veterans Affairs Medical Center
- Children's Healthcare of Atlanta
- WellStar Atlanta Medical Center and AMC South
- Piedmont Hospital

Total GME graduates 1983-2019: 883
2019 63% (556/883) remained in Georgia to practice
2018 62% (531/852) remained in Georgia to practice
2017-19 60% are practicing primary care



2019 MSM residency graduates: 43

- 56% (24/43) remained in Georgia to practice compared with 48% (19/40) in 2018
- 23% (10/43) entered ambulatory/primary care, up from 20% (8/40) in 2018
- 30% (13/43) continued to a fellowship increasing from 25% (10/40) in 2018
- 30% (3/10) remained in Georgia for fellowship training

MSBT | EMPH

Online Programs Add New Academic Dimension

MSM launched its first online degree program in the spring 2019 semester when the members of the Master of Science in Biotechnology inaugural cohort group began their studies. The first four students graduated in May 2019. The program is designed to prepare graduates for careers in government, academia, and industry laboratories, and serve as a pathway to advance training via online learning and practical apprenticeships.

"I have gained so much knowledge and insight about the biotech industry. My professors did an outstanding job of preparing me to have an innovative mindset to succeed," said Sherilyn A. Francis, MPH, MSBT. Francis — who was selected for an Oak Ridge Institute for Science and Education fellowship at the Centers for Disease Control and Prevention — hopes to one day start her own forensic science youth organization that incorporates biotechnology devices.

The Executive Master of Public Health saw its first cohort group in fall 2019. The 18-month program provides students with the public-health theory that supports MSM's social mission. Designed for working professionals who seek a graduate degree that prepares them for rapid career growth, the eMPH focuses on training public health leaders who are fluent in community-focused public-health practice, particularly in underserved communities.

MAKING HISTORY

20 Students Become MSM's First Physician Assistant Class



After nearly three years of planning and 1,000 applications received, the Physician Assistant Studies program launched in June of 2019 with 20 students reporting for orientation and the start of their historic journeys.

The move to add a PA program was driven partly by demand; the number of open positions is expected to climb 40 percent over the next decade, and U.S. News and World Report ranked the profession third on its 2018 "100 Best Jobs" list.

PAs are a key part of the patient-centered healthcare team and a critical link to enhancing patient access to health care, particularly in rural and underserved areas. These highly trained professionals — who undergo an average of 2,000 hours of clinical rotations after a year of classroom study — are licensed to practice medicine under a doctor's supervision. They can conduct physical

exams, order and interpret diagnostic studies, write prescriptions, treat chronic illnesses, and assist in surgery.

The creation of the PAS program is emblematic of Morehouse School of Medicine's continuing commitment to the creation and advancement of equity in health care. The 28-month, full-time program leads to the awarding of the Master of Science in Medicine Physician Assistant Studies degree.

"The Morehouse School of Medicine Physician Assistant program will empower students to make health equity a priority and address community health issues. This has been a phenomenal journey. Our success is a result of the great support from our executive leadership, and the unified efforts and contributions from the entire MSM community." — Pangela Dawson, PhD, founding director

PAs are a key part of the patient-centered healthcare team and a critical link to enhancing patient access to health care, particularly in rural and underserved areas.

Physician Assistant Studies: The Inaugural Class Arrives

STUDENTS GET PERSONAL, LEARN ABOUT CLASSMATES, THEMSELVES DURING ORIENTATION

There were laughs; there were cheers. There were hugs; there were tears. It was a busy, emotional first day for the 20 members of Morehouse School of Medicine's inaugural Physician Assistant Studies program class, as they gathered for orientation. Although classes didn't start until a week later, there was plenty of education taking place, as students learned more about their classmates. And themselves.

The day began with the obligatory introductions, as students shared a little about themselves and explained why they wanted to become PAs. Some were motivated by positive in-

teractions with PAs during their undergraduate work. Others were driven by more deeply personal reasons — a long-term illness they or a loved one suffered, the death of a friend or relative, tales of sacrifices made. The stories had class members, along with PAS faculty and staff, reaching for the boxes of tissue on each table.

The day also included some self-exploration, with class members completing the True Colors personality assessment and the KOLB Learning Styles Inventory to learn more about team communication and learning styles. Program leaders also discussed "Surviving PA School," a primer on what to expect in making the transition to this 28-month graduate program.



MATCH DAY 2019

Over One-Third of MSM's Future Doctors Continue Training in Georgia

Morehouse School of Medicine gathered for its annual Match Day in March and celebrated 95 percent of its fourth-year medical students matching to residency programs nationwide, with 77 percent matching to primary care and core specialties, a clear reflection of MSM's training mission. More than one-third of MSM's future doctors planned to continue their medical training here in Georgia.



'These young doctors will make a difference'

— JILL BIDEN

77

Total Number of Fourth-Year Students in the Match

95%

Students Matched

81%

Matched to Specialty of Their First Choice

35%

Matched to Georgia Programs

MSM Pipeline Programs cultivate future learners and leaders

MSM RECEIVES \$3.2 MILLION FEDERAL GRANT FOR HEALTH CAREERS ACADEMY

During 2019, the Office for Educational Outreach and Health Careers at MSM received a \$3.2-million federal grant from the Health Resources and Services Administration of the U.S. Department of Health and Human Services. MSM used the award to develop the Health Careers Opportunity Program Academy, designed to enhance and expand efforts to recruit and train students in careers in health care and biomedical sciences at four critical stages: high school, undergraduate school, graduate school, and medical school.

MEDICAL MENTORING PROGRAM INSPIRING FUTURE HEALTH LEARNERS AND LEADERS

Aungelique McGhee was a junior at Atlanta's Grady High School in 2015 when, at the suggestion of two teachers, she and good friend Jesse Hume enrolled in a program for high-performing teenagers who show an interest in health care and volunteering.

This program, called Reach One Each One, was launched by Morehouse School of Medicine in 2012 — and has since changed the lives and futures of underrepresented students from high schools in Atlanta and DeKalb County, Ga.

"ROEO confirmed my decision to pursue medicine," McGhee said. "I knew after completing this program I definitely wanted to go into medicine. I want to be a doctor and provide hope to patients and their families."

McGhee is now a junior at Xavier University of Louisiana, majoring in biology with minors in chemistry and Spanish and is considering adding math as a third minor. After graduation in 2020, she plans to go on to medical school. She is interested in becoming an emergency room physician like her mentor, Omar Danner, MD, a trauma surgeon and surgical critical care specialist at Grady Hospital and associate professor at MSM. Dr. Danner is also the program director of ROEO.

"We're interacting with the best and brightest students who have an interest in biological sciences and potential health care careers," Dr. Danner said. "This program gives me a chance to step away from one aspect of professional practice and see young, bright, impressionable minds being molded and developed."

Like McGhee, Hume is fulfilling Dr. Danner's vision for the program. The rising junior at Syracuse University took part in ROEO as a student in the nursing and biomedical program at Grady High School. One summer, she worked for a medical volunteer program in Mongolia, where she witnessed the devastating effects of patients not having access to life-saving medications. She is now on the fast track to graduate college in 2020 with both a bachelor's degree in public health and a master's in global health. After an internship at Grady Memorial Hospital, arranged by Dr. Danner, Hume now has her sights set on becoming a midwife.





A Catalyst For...

DISCOVERY

Translating research discoveries into health equity changes health outcomes across populations. Basic science research increases our fundamental knowledge, which translates to clinical research, which in turn allows for the application of these results to patients with practice implications. Translating scientific discovery into gains in health, however, can be sluggish, uncertain, uneven. We can do better. We must do better. We will do better.

RESEARCH. PROBE. TRANSLATE. INVESTIGATE. INNOVATE.

Satcher Health Leadership Institute

10 YEARS AFTER FEDERAL LAW, 32 STATES FAILING ON MENTAL HEALTH, ADDICTION TREATMENT PARITY

As part of the 10th anniversary of the federal Mental Health Parity and Addiction Equity Act, MSM's Kennedy-Satcher Center for Mental Health Equity — along with The Kennedy Forum, The Carter Center, and the Well Being Trust — jointly released an assessment of the strength of mental health and substance-use disorder parity laws. The technical report, "Evaluating State Mental Health and Addiction Parity Statutes," found that 32 states' insurance parity laws failed to ensure comprehensive parity for behavioral health treatment. States received grades based upon criteria designed to assess equal insurance coverage for mental health and addiction treatment.

TWO FORMER MSM PRESIDENTS CONTRIBUTE TO BOOK ON ORAL HEALTH INEQUITIES

Two MSM luminaries — David Satcher, MD, PhD, the 16th U.S. Surgeon General and former Secretary of the U.S. Department of Human and Health Services Louis W. Sullivan, MD — were among the contributors to "Oral Health in America," a new book detailing inequities in the oral-health system. The book explores a wide range of issues related to oral health inequities, particularly as they affect underserved communities and senior citizens, and examines solutions to eradicate them.

RESEARCHERS TO USE \$1 MILLION GRANT TO STUDY MECHANISMS UNDERLYING SLEEP

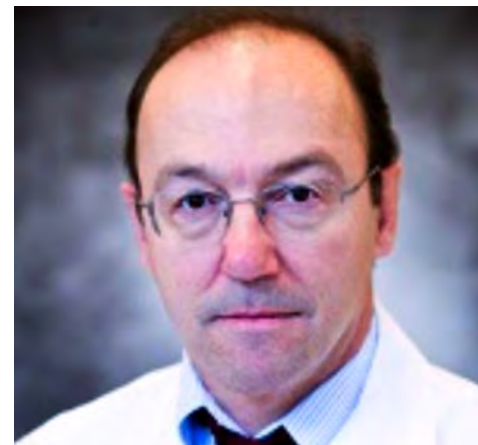
MSM researchers received a three-year, \$1-million grant from the National Science Foundation to study the body's effort to maintain an adequate amount of sleep. Identification of these sleep homeostasis neurons will be a significant breakthrough. It will also advance additional research to identify the neuronal and molecular mechanisms underlying sleep homeostasis in mammals. Jason DeBruyne, PhD, associate professor in the Department of Pharmacology and Toxicology, is the study's principal investigator.

TOSINI NAMED NEW CHIEF SCIENTIFIC RESEARCH OFFICER

MSM named Gianluca Tosini, PhD, as the institution's chief research officer. Dr. Tosini, also chair and professor in the Department of Pharmacology and Toxicology, has been a member of the MSM Neuroscience Institute since 1998. He will work with MSM executive leadership to cultivate collaborative, extramurally-funded research that aligns with the institutional strategic plan to translate discoveries into health equity. He most recently served as the Institute's acting director. Tosini is a world-renowned researcher in the area of circadian biology and photoreceptors and an adjunct professor of ophthalmology at Emory University School of Medicine.

MSM, EMORY RESEARCHERS SHARE DISCOVERY CONNECTING VISION, AGING

Morehouse School of Medicine and Emory University researchers released new findings on aging and vision, published by P. Michael Iuvone, PhD, director of vision research at Emory Eye Center. The collaborative research reveals that circadian clock dysfunction can contribute to abnormal visual function during development and aging. The research, "Removal of clock gene Bmal1 from the retina affects retinal development and accelerates cone photoreceptor degeneration during aging," was published by "Proceedings of the National Academy of Sciences USA" in November 2018.



National Center for Primary Care

Study Reveals the Greatest Number of People Developing Alzheimer's Disease Will Be Minorities

The National Center for Primary Care at MSM, the Centers for Disease Control and Prevention, and the University of Wisconsin worked collaboratively to research and release findings from a study suggesting the number of people with Alzheimer's disease and related dementias will double by 2060. The primary risk factor for the disease remains age, but individuals from racial and ethnic minority communities will comprise the greatest number of new cases.

The study, published in "Alzheimer's & Dementia: The Journal of the Alzheimer's Association," is the first of its kind to forecast ADRD with specific attention to race and ethnicity. The estimates were calculated based on the number of Medicare patients over the age of 65 diagnosed with ADRD and subgroup-specific population projection data from the U.S. Census Bureau.

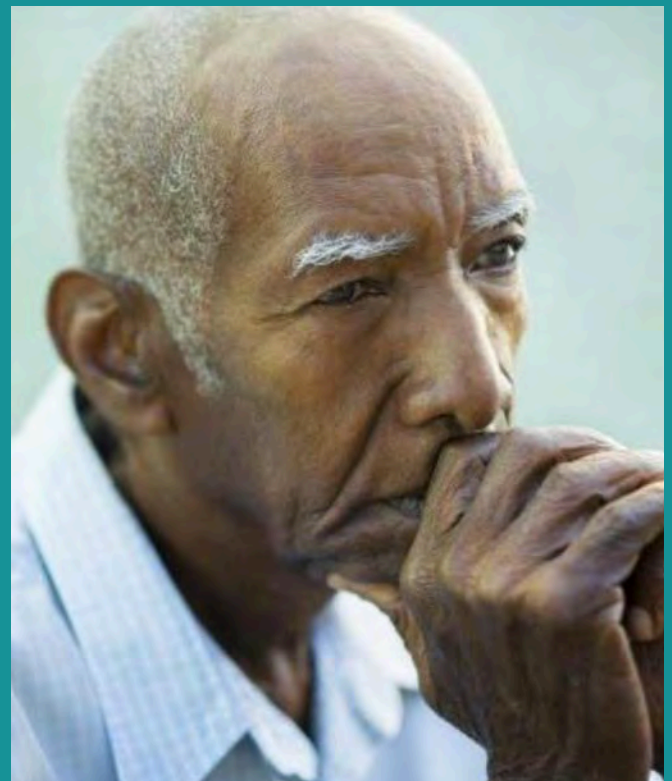
Findings show that 5 million people, or 1.6 million of the population, were living with ADRD in 2014 and African Americans have the highest prevalence of ADRD among those 65 and older (13.8 percent), followed by Latinos (12.2 percent), non-Hispanic whites (10.3 percent), American Indian and Alaska Natives (9.1 percent), and Asian and Pacific Islanders (8.4 percent).

"Early diagnosis of ADRD can help patients and families prepare for the future and obtain needed support," said Anne Gaglioti, MD, NCPC associate director for research. "We encourage elders or those concerned about their memory, especially those in African American communities who are at highest risk for ADRD, to speak to their health care provider about getting screened for memory problems."

Alzheimer's disease and related dementias lead to progressive memory decline, eventual loss of independence, and the inability to make health and financial decisions. ADRD is currently ranked as the sixth-leading cause of death in the U.S., but recent estimates from

MSM's National Center for Primary Care report that the number of people with Alzheimer's disease and related dementias will double by 2060.

"Those who care for people with ADRD are also impacted by social, emotional, and financial challenges related to interruption of work or income, lack of consistent access to enough healthy food, and deferment of their own medical care," said Dominic Mack, MD, MBA, NCPC director and professor of family medicine. "Early planning with projection data can also guide decisions for how we may counter potential magnification of existing socioeconomic and health inequities in minority communities."







Clinical Research Center

\$200,000 Will Help Recruit Minorities for Clinical Trials

Morehouse School of Medicine launched a program designed to increase the number of African American, Latino, and other minority patients in clinical trials, an effort that could eventually lead to the development of medical treatments better tailored to those populations.

Under the three-year program, minority physicians will be recruited to conduct clinical trials. MSM will provide education and mentoring to recruited physicians. The goal is to encourage more minority patients to participate in clinical trials by taking trials directly to minority patient populations.

“Minority healthcare providers do not participate in clinical trials at the same rate as physicians overall,” said Priscilla Pemu, MD, professor and vice chair for research in the MSM Department of Medicine, who will serve as program project director. “We will use the resources we have to plug this pipeline, to make sure more minority providers are participating in clinical trials. Our hope is to ultimately lead to increased participation in clinical trials by their patients.”

“This approach should lead to many more minority physicians and investigators who have positive experiences conducting trials, which in turn, should result in many more minority patients in trials.”

The grant is unique because “its focus is recruiting minority clinical trial investigators, who in turn would recruit more minority patients in the environment where they already receive regular health care,” said

Marjorie A. Speers, executive director of Clinical Research Pathways. “All of these efforts should lead to research results that consider the diversity of our patient population, leading to more health equity.”

During the first year of the program, MSM will focus on educating and mentoring physicians on clinical trials related to cardiovascular disease — the leading cause of death worldwide. Cardiovascular disease presents an even higher risk for African American and Latino patients. Later, the program will expand to include cancer, neuroscience, and arthritis.

Although the medical school will initially focus on the Atlanta area, the program will eventually expand statewide and across the southeastern region.

“Our goal is to more than double the number of African American and other minority physicians who conduct clinical trials in Georgia,” Speers said. “We then hope to expand this program across the nation.”

According to Speers, Clinical Research Pathways chose MSM to launch the program because of the school’s reputation as a leader in advancing health equity and as a trusted community partner. For example, the MSM Community Physicians’ Network, where Dr. Pemu serves as medical director, includes 133 physicians working to eliminate healthcare disparities. This network serves more than 460,000 patients, with practices that serve at least 30 percent of minority individuals.

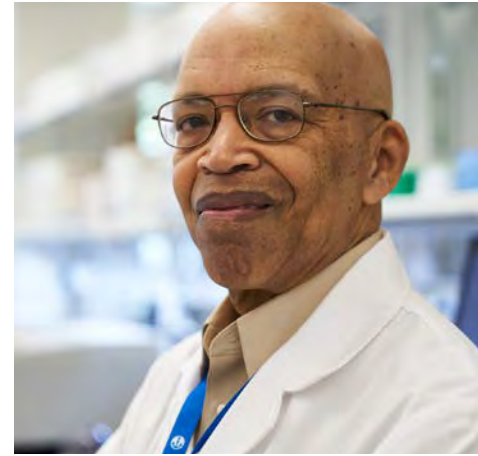
Cardiovascular Research Institute

MSM Researcher Recognized for Pioneering HIV/AIDS Work

As a junior faculty member at Morehouse School of Medicine in 1990, Vincent C. Bond, PhD, first started exploring an emerging health crisis known as Human Immunodeficiency Virus and its full-blown disease state, Acquired Immune Deficiency Syndrome. He was drawn to the institution because of its social mission, which emphasizes a focus on people of color and the underserved urban and rural populations — populations disproportionately impacted by HIV/AIDS then and today.

Now professor and chair of the Department of Microbiology, Biochemistry, and Immunology, Dr. Bond has dedicated his career to better understanding the disease. For the past 10 years, his lab work has focused on the trigger molecules and mechanisms involved in HIV-induced pathogenesis that leads to AIDS. His contributions extend beyond the lab, working with the Fulton County HIV/AIDS Task Force and leading efforts to increase the number of minority investigators at Historically Black Colleges and Universities that conduct HIV research.

In recognition of his lifetime of work, Dr. Bond was among the 2019 Barbara Vick Impact Award honorees, celebrating the unsung heroes of the HIV response in Atlanta.



Prevention Research Center

MD Student at Center of Color Deficiency Discussions

We first introduced you to Yaw Owusu in 2017, when the first-year medical student arrived on the MSM campus. Like an estimated one in 12 men and one in 200 women, Owusu has a form of color-vision deficiency commonly known as color blindness.

His classmates banded together to raise \$350 to buy him a special, life-transforming pair of glasses that enabled him to see colors more clearly, something he has struggled with since high school in his native Ghana.

As you might imagine, color blindness can pose major challenges for physicians, researchers, and technicians who must interpret color-coded charts, test strips, histological stains, and changes in body color.

In April 2019, the American Cancer Society's journal "Cancer Cytopathology" wrote about Owusu, who will graduate in 2020 thanks in no small part to those glasses.

The writer used Owusu's student experience as part of an examination into the common nature of color-vision deficiency and the vigorous debates over how to address the condition in the medical field.





ADDICTED AT BIRTH

MSM Among Institutions to Receive \$1.8 Million for Research Education Program on Addiction

Researchers at Morehouse School of Medicine and three other institutions received a \$1.8-million grant from the National Institute on Drug Abuse to train the next generation of biomedical researchers to study addiction mechanisms relevant to improving treatment options for pregnant women who have substance abuse addictions and babies suffering from drug withdrawal.

The grant — which also includes Magee-Womens Research Institute at the University of Pittsburgh, Emory University, and San Diego State University — will support recruitment, courses and other educational experiences to help launch the careers of biomedical and physician-scientists, primarily from underrepresented and underserved communities.

The program, titled Frontiers in Addiction Research and Pregnancy, begins with an advanced laboratory course for skills development followed by mentored research and

career planning. MSM served as the host campus for the courses in 2018 and will again in 2020 and 2022.

“We are grateful to senior leadership and faculty at Morehouse School of Medicine for hosting this important inaugural clinical education program,” said Gerald Schatten, PhD, of Pittsburgh’s Magee-Womens Research Institute, the project’s principal investigator. “Unless innovative strategies are discovered, and more effective treatments implemented, we are in danger of losing our brightest, most promising family members, neighbors, friends, and colleagues to this epidemic.”

The Frontiers in Addiction Research and Pregnancy course is unique in that it has formal and individual career development components that ensure each participant is well-versed in vital skills for designing, conducting, and publishing independent research, obtaining grants, and launching and sustaining independent careers. The program targets

graduate and medical students, postdoctoral fellows, and early-stage scientists and clinicians.

In addition to recruiting underrepresented and underserved scientists, the FrARP course concentrates on a uniquely vulnerable population — pregnant women who are substance abusers and their babies with neonatal abstinence syndrome. The medical challenges they experience are serious growing issues for families, communities, and our nation.

“As we at Morehouse School of Medicine are leading in the creation and advancement of health equity, FrARP will help to advance the research careers of the most promising biomedical scientists and clinicians and ensure diversity of the scientific and healthcare workforce that addresses issues of addiction and pregnancy,” said Winston E. Thompson, PhD. MSM professor and chair, Department of Physiology, and study co-director.

Research Lectureships

2ND-ANNUAL MACLEISH LECTURESHIP

Morehouse School of Medicine established the Drs. Peter and Marlene MacLeish Endowed Lectureship in March 2018, to recognize MSM's commitment to supporting neuroscience and to celebrate the contributions Peter and Marlene have made to advancing education and scientific research at MSM.

The goals of the lectureship series are to:

- Recognize and celebrate the contribution of basic science, particularly neuroscience, to Morehouse School of Medicine;
- Invigorate and inspire students and junior faculty; and
- Inform the general public about advances in biomedical science and its impact on health.

The lectureship was created in 2017, thanks to initial funding gifts from Dr. Zach Hall, former director of the National Institute of Neurological Disorders and Stroke; his wife, Julie Ann Giacobassi; and Dr. Torsten Wiesel, Nobel laureate and president emeritus of The Rockefeller University.

The second-annual lectures, held in March 2019, featured internationally renowned anesthesiologist-statistician-neuroscientist Emery N. Brown, PhD, MD, who delivered the keynote presentation, "Deciphering the Dynamics of the Unconscious Brain Under General Anesthesia." Dr. Brown is the Edward Hood Taplin Professor of Medical Engineering at the Institute for Medical Engineering and Science and a professor of computational neuroscience in the Picower Institute for Learning and Memory in the Department of Brain and Cognitive Sciences at Massachusetts Institute of Technology. He is also the Warren M. Zapol Professor of Anesthesia, Harvard Medical School, Department of Anesthesia, Critical Care and Pain Medicine at Massachusetts General Hospital.



EXCELLENCE IN CLINICAL MEDICINE DAY

Morehouse School of Medicine hosted its ninth-annual James W. Reed, MD, Lectureship, featuring Griffin Rodgers, MD, director of the National Institute of Diabetes and Digestive and Kidney Diseases at the National Institutes of Health. Dr. Rodgers is widely recognized for his contributions to the development of hydroxyurea, the first effective — and now FDA-approved — therapy for sickle cell anemia. The topic of his presentation was "Overcoming Disparities in Obesity, Diabetes, and Kidney Disease."

"We're honored to have Dr. Rodgers deliver a lecture to Atlanta physicians, researchers, and community-based leaders on how we might tackle chronic diseases, many of which are more prevalent in underserved minorities," says Sandra Harris-Hooker, PhD, vice president and executive vice dean of Research and Academic Administration, and professor in MSM's Department of Pathology and Anatomy.

The lectureship is named in honor of the late James W. Reed, MD, MSM's chief of Endocrinology & Metabolism and associate chair of Research. A retired U.S. Army colonel, Dr. Reed joined MSM in 1985 and served in many leadership capacities, including chair of the Department of Medicine, director of the Internal Medicine program, and chief of medical services at Grady Memorial Hospital. In recognition of his leadership, the Atlanta City Council signed a proclamation declaring Oct. 17, 2018, as "James Reed, MD, Excellence in Clinical Medicine Day."



Technology and Innovation

MICROSOFT CEO SPEAKS TO MSM, AUC STUDENTS ABOUT THE FUTURE OF TECHNOLOGY

Microsoft Chief Executive Officer Satya Nadella came to MSM and the Atlanta University Center this year, where among his topics of discussion was the need for greater diversity throughout Silicon Valley.

The head of one of the world's top technology companies, Nadella met privately with AUC presidents, key staff, and select students, some of whom held internships at Microsoft last summer. Nadella also took part in a fireside chat hosted by MSM President and Dean Valerie Montgomery Rice, MD, and attended by AUC students, faculty, and staff.

Students from all the Atlanta University Center schools participated with questions about the future of business and technology in Atlanta and on a global scale.

Nadella joined Microsoft in 1992 and quickly became a leader in technology and business. He has led the transformation of some of Microsoft's biggest product offerings. Nadella, a native of Hyderabad, India, was appointed Microsoft CEO in 2014.

MSM LEADS ALL HBCUS IN NUMBER OF PATENTS

Morehouse School of Medicine is at the top of Fortune magazine's list of the number of patents produced by Historically Black Colleges and Universities. Between 2009 and 2019, MSM was granted 63 patents — this despite MSM's relatively small endowment of \$56 million. Howard University and Florida A&M trailed with 53 and 41 patents, respectively.

"This report proves what we already know: the work that MSM does — like creating a therapy to counteract the effects of a stroke, or inventing a product that sweeps up biohazards — has practical and far-reaching value," said James Lillard, PhD, MSM's associate dean for research. I am proud of our innovative faculty developing these ideas and inventions," added Lillard.



“These Young Doctors Will Make a Difference” Says Jill Biden

She came here to find hope — hope for patients battling cancer, hope for increasing early detection rates and prevention, hope for a cure. That’s what Jill Biden, EdD, co-chair of the Biden Cancer Initiative, was looking for during her March 2019 visit to Morehouse School of Medicine.

Dr. Biden and her husband, former U.S. Vice President and current Presidential candidate Joe Biden, launched their Initiative after losing their son Beau to brain cancer in 2015. She came to MSM to see how the medical school is working to fight the disease and to meet future health leaders who will take on that battle.

“I’ve heard about some of the stories about some of the students here, and they’re working on such interesting projects,” Dr. Biden said. “I wanted to come and hear their voices, hear what they had to say, and where they are going and what we have to look forward to about the future.”

After learning more about the school’s mission from President and Dean Valerie Montgomery Rice, MD, and about the Cancer Health Equity Institute from Brian Rivers, PhD, Dr. Biden had a chance to hear from students. Like her, many of them watched a loved one suffer from the disease, leading them to pursue careers in medicine.

“The one thing I heard from all these young doctors here, it’s personal for them too,” she said. “It started with something personal. They knew they had to make a difference, and I believe that these young doctors will make a difference.”

Before departing, Dr. Biden signed one of the posters welcoming her to campus, leaving behind a special message to the MSM community:

“Thanks for offering HOPE! Love, Jill Biden.”





A Catalyst For...

WELLNESS

We are dedicated to improving the health and well-being of individuals and communities. Our clinicians are teachers, and our residents and medical students serve as an extension of our practice. This integration maximizes the care we can provide while affording an academic advantage exclusive to the next generation of physicians. We focus on prevention as much as prescription, with an emphasis on wellness, healthy living, and preventative health education.

HEALING. CALM. COMFORTING. PREVENTIVE. NATURAL. HOLISTIC.

Clinical Affairs

Morehouse School of Medicine Clinical Affairs encompasses the Graduate Medical Education program and faculty clinical services at Morehouse Healthcare as well as Grady Memorial Hospital and other metro Atlanta hospitals. These innovative community-based health care services are putting health equity into action.

EVERY DAY THEY SAVE LIVES. NOW THEY'RE TRYING TO SAVE HISTORY

Frustrated by the way American history often overlooks the contributions of black physicians, members of Morehouse School of Medicine's Trauma Surgical Critical Division decided to do something about it.

In August 2018, *Atlanta Journal-Constitution* columnist Gracie Bond Staples shared the story of how MDs Leslie Matthews, Omar Danner, Kahdi Udobi, Assad Taha, and Ed Childs, along with Jonathan Nguyen, DO, led the effort to tell these forgotten tales.

They told the stories of Alvin Blount, MD, the first African American to serve in an integrated MASH unit in the Korean War; Clinton Battle, MD, who as a young doctor delivered conjoined twins in a rural Mississippi home (they were Matthews' older sisters); and Vance Marchbanks, who designed an oxygen mask later used in aviation and aerospace.

MSM student Latasha Oaks, '21, and resident Ronald Hoard, MD, also contributed to the project.

HURRICANE MEDICAL MISSION PERSONAL FOR MSM DOCTOR

When Hurricane Dorian ravaged the Bahamas on Sept. 1, 2018, Shaneeta Johnson, MD, looked on in horror as wind with speeds of more than 185 miles per hour drove water surges topping 20 feet onto the islands.

Dr. Johnson, a bariatric surgeon and MSM faculty member, is a native of Nassau, the Bahamian capital city. In response to the devastation, she launched a mission effort that eventually delivered more than 10,000 pounds of medical supplies, with help from MSM and many other organizations. She visited the islands seven days after the hurricane passed through, ultimately working in a field hospital outside the badly damaged Rand Memorial Hospital on Grand Bahama Island.

The *Atlanta Journal-Constitution* shared Dr. Johnson's work and observations in late September.

SLEEP DIAGNOSTIC CENTER EARNS PROGRAM ACCREDITATION

MSM's Sleep Diagnostic Center, under the leadership of Kyra P. Clark, MD, received a five-year accreditation from the American Academy of Sleep Medicine after meeting requirements related to personnel, facility and equipment, policies and procedures, data acquisition, patient care, and quality assurance.



HEALING. CARING.



HEAL On Wheels Mobile Health Fair Travels to Meriwether County

MSM's Health Equity for All Lives Clinic returned to Meriwether County for a mobile health fair in March as part of its social mission and commitment to go where primary care services are needed. The HEAL clinic initially chose to visit Meriwether County after assessments found it to be a medically underserved area suffering from high rates of chronic illnesses. The fair offered free on-scene screenings and health-education materials.

23rd HeLa Symposium Tackles African American Maternal, Infant Mortality

The CDC declared African American women to be 243 percent more likely to die due to issues related to pregnancy or childbirth. As part of a rapid response strategy, MSM's 23rd annual HeLa Symposium addressed the national crisis through, "Birthing Babies: A Solution Symposium to Address the Crisis of African American Maternal and Infant Mortality." The day-long event gathered thought leaders in women's and reproductive health to identify solutions to help reduce maternal and infant mortality.





A Catalyst For...

SOCIAL EQUITY

Health equity is defined not by giving everyone the same level of service or access but by giving a person or a community the service and access they need to reach an optimal level of health. Our vision of leading the creation and advancement of health equity requires us to think differently about the role of medical education. It requires us to think differently about how we train students and residents, pursue scientific discovery, treat patients, and engage our communities.

RIGHTS. FAIRNESS. HOPE. INCLUSION. CHANGE. IMPACT. JUSTICE.

MSM, AACR Partner for ‘Progress and Promise Against Cancer’

In keeping with its commitment to community outreach, Morehouse School of Medicine invited the community to campus for its public health event, “Progress and Promise Against Cancer.” The event, which drew more than 100 attendees, helped raise awareness of cancer disparities and clinical trials within the Atlanta community. Participants also learned about the importance of diversifying participation in clinical trials across demographics.



MSM Selected as Finalist for AAMC Spencer Foreman Award

Morehouse School of Medicine was selected as a finalist for the Spencer Foreman Award, presented annually on behalf of the Association of American Medical Colleges. The award recognizes outstanding community engagement as an essential component of the academic mission. It also recognizes institutions that partner with their communities and serve as exemplars of social responsiveness and transformative work to improve community health.



Community Day Reminder That Collective Impact is Key

Community Engagement Day serves as an ongoing reminder that through collective impact we can create and advance health equity. In October 2018, MSM collaborated with the Villages at Carver Family YMCA to host nearly 400 community members and a wide range of community organizations as exhibitors of services and resources related to health, education, finances, neighborhood environment, and social support services. During October — which is Breast Cancer Awareness Month and American Pharmacists Month — MSM partnered with key organizations to educate, offer mammograms, and provide flu shots, all free.



MSM is renowned for working with community residents and leaders, government agencies, faith-based organizations, and health and social service agencies, to serve as a catalyst for change through research, community service, and educational outreach.



MSM Hosts NHGRI Town Meeting to Advance Genomics Research



Genomics, the study of an individual's genes, helps researchers find better ways to improve health and prevent diseases in people who carry genetic predispositions. With a laser focus on prevention and health improvement in underserved populations, Morehouse School of Medicine hosted a National Human Genome Research Institute Town Hall, "Establishing a 2020 Vision for Genomics."

More than 200 genomics researchers, biotechnology industry experts, students, healthcare professionals, and civic leaders gathered to hear from scientists, trainees, and members of the public about future opportunities for advancing genomics research, its application to health, and its responsible integration within society.

The Town Hall also prompted scientific and community conversations on innovations in genomics and how to better explore the possibilities of medical breakthroughs for human health. The Town Hall culminated

in the first community engagement-related conversation titled, "What Your DNA Can Do for You." Atlanta neighborhood residents, community-based organizations, and civic leaders learned more about genomics and could share experiences that NHGRI will consider in the development of its strategic plan.

"We were honored to host the genomics community for conversations that may inform future research that is responsive to scientists, the genomics industry, and diverse communities and their perspectives," said Sandra Harris-Hooker, PhD, vice president, executive vice dean for Research and Academic Administration, and professor in the Department of Pathology and Anatomy.

Four consecutive sessions covered topics that included diversity and disparity considerations for population health and training for the next generation of leaders in genomics, both of which have particular value to MSM and relevance to its social mission.





499

A Catalyst For...

INVESTMENT

Morehouse School of Medicine invests in leading the creation and advancement of health equity through education, research, clinical care, and community engagement. Our public and private philanthropic partners and partnering institutions share our priorities of excellence, innovation, and scholarship. Their remarkable investments in MSM — in the form of gifts, grants, and awards — affirm the impact we are having and become the catalyst that carries us forward in fulfillment of our mission.

TRANSFORMATIVE. SYNERGY. SHARE. VALUE. RESULTS. RETURNS.

Mayor Recognizes Women With Heart With City's Highest Honor

In 2009, former MSM first lady Eilene Maupin gathered a group of friends to create something special for MSM students, the institution, and the metro Atlanta community: Women With Heart. The goal of the organization, and its annual "Heart Healthy Week," is to:

- Raise student scholarship funds.
- Promote healthy lifestyles.
- Increase community awareness about heart health and cardiovascular disease, particularly among women of color.

"To say they have succeeded over the past decade is an understatement of the greatest magnitude," said President and Dean Valerie Montgomery Rice, MD.

Since its founding, WWH has raised more than \$1.4 million, awarded scholarships to more than 100 students, provided thousands of free health screenings to seniors and other community members, and triggered in-depth community discussions that have doubtlessly save lives through education.

Heart Healthy Week 2019 got off to a wonderful start with a record turnout of more than 400 for its annual breakfast, which included a serenade for Hall of Fame baseball player and men's breakfast honorary co-chair Henry "Hank" Aaron, who was celebrating his 85th birthday. Other events during the week included the women's luncheon, also at the Georgia Aquarium, and community health screenings on the MSM campus.

Atlanta Mayor Keisha Lance Bottoms, one of the event co-chairs, honored Women With Heart and the 10th anniversary of Heart Healthy Week by presenting the Morehouse School of Medicine volunteer group with the city's highest honor, the Phoenix Award, at the luncheon.

"We have to listen to our bodies and slow down if necessary. We have to pay attention to our doctors," Bottoms told the record crowd of more than 570, urging women to be vigilant about their own cardiac risks. "We have to take it seriously."

CBS 46 reporter Karen Greer once again served as MC of the luncheon and presided over a silent auction that included such items as jewelry, luxury vacation trips, weekend getaways, golf outings, and fine dining.



THE GIFT OF GIVING

Gloster Fundraiser Reaches \$2.13 Million Record With \$750,000 Chick-fil-A Gift

The challenge was daunting, the goal audacious: Raise \$1.5 million for the 11th Annual Hugh M. Gloster Society Dinner and Celebration to support student scholarships and the institution's mission of improving diversity and equity in health care. By the end of the night — with the help of partners including the Chick-fil-A Foundation, Georgia Power, and The Home Depot — the school raised \$2.13 million.

"I'm pleased and honored to announce that the Chick-fil-A Foundation is giving \$750,000 to MSM, to support scholarships for students who are committed to living in this new property on the Westside," said Rodney Bullard, executive director of the Chick-fil-A Foundation, referring to MSM's mixed-use development underway on Lee Street.

Bullard, who also serves as Chick-fil-A's vice president of corporate social responsibility, co-chaired the sold-out event, which drew more than 340 prominent business and community leaders. WSB-TV Channel 2 news anchor Fred Blankenship served as master of ceremonies.

"The Westside area's deep historical significance as an incubator for the civil rights movement and home to the nation's most prestigious historically black colleges and universities is invaluable for the city of Atlanta," Bullard said. "The foundation is proud to work with local community members, civic and non-profit organizations, and corporations to restore this historic community."

That gift, the largest among many announced during the evening, allowed MSM to surpass the previous year's record of \$1.3 million raised. Earlier in the evening, guests enjoyed a unique, behind-the-scenes showcase of MSM's education, research and patient-care initiatives as part of "the MSM Experience."

Georgia Power received the year's Louis C. Brown Vanguard Award, which honors pioneering leaders who help reduce health disparities. Chairman, President and CEO Paul Bowers accepted on behalf of Georgia Power. Over the years, the company has contributed close to \$1.5 million to Morehouse School of Medicine for scholarships and to support MSM's Pipeline Programs.

Ted Decker, executive vice president of merchandising for The Home Depot, served as event co-chair for the third-consecutive year. Under his leadership, MSM has raised \$4.3 million in support of student scholarship at this signature event.

"MSM is forever grateful to its corporate partners, and to all of the people who generously support our vision of creating and advancing health equity," said Bennie L. Harris, PhD, Senior Vice President of Institutional Advancement at MSM. "Together we are making an impact, and improving healthcare quality, access, and equity for everyone."

UnitedHealth Group Partners With Atlanta HBCUs, Invests \$8.25 Million in Future Data Scientists

UnitedHealth Group and the Atlanta University Center Consortium are partnering on a new initiative to prepare students to meet the growing demand for data analytics experts.

The five-year, \$8.25-million investment by UnitedHealth Group is part

of an ambitious collaboration with AUCC and its member institutions: Morehouse School of Medicine, Morehouse College, Spelman College, and Clark Atlanta University.

The investment will fund the launch of the AUCC Data Science Initiative,

which will offer technical classes for students who want to specialize in data science or learn data analysis to give them a competitive edge when they look for jobs in their fields of study.





New Classrooms, Technology Unveiled in Gloster Building

After nearly a year of work, renovations to the second floor of the Hugh Gloster Building were unveiled to the Morehouse School of Medicine community in March of 2019.

“The second floor now reflects the vision we had for our educational spaces, allowing for greater collaboration, state-of-the-art technology, and above all agility,” said President and Dean Valerie Montgomery Rice, MD, during the ribbon-cutting ceremony.

Two large multi-disciplinary learning rooms were added to the second floor. Each room can accommodate up to 100 students but can also be broken down into as many as four smaller classrooms for focused group learning. The rooms feature new audio and data technology,

allowing for more interactive learning. Moveable outlets were also added to ensure students can power up their laptops, tablets and other devices during classes. Another two classrooms were renovated and can seat up to 48 students each. Breakout rooms, study spaces, and conference rooms also received updated technology and furnishings.

Other changes include renovations to all restrooms and adding a single unisex restroom, installing more lockers, replacing windows and the roof, and updating the fire sprinkler system for the entire building. It is all part of an \$18-million renovation to the first and second floors of the Gloster Building, and a segment of MSM’s four-phase Academic Facilities Expansion Program initiative.

MSM and Carter Celebrate Lee Street Development Groundbreaking

Morehouse School of Medicine and Carter USA broke ground in October 2018 on the first phase of a new 7.2-acre, mixed-use development. Called Entra West End, the development will include 187 market-rate apartment units — in a mix of studio, one-, and two-bedroom layouts — located across the street from the MSM campus and just minutes from downtown Atlanta.

The development will also include a 25,000-square-foot ambulatory health facility, a 9,000-square-foot fitness and wellness center, 2,500 square feet of retail space, and a four-level parking deck at the corner of Lee Street and Westview Drive.

Last year, MSM announced a partnership with Carter and Oakwood Development to expand the school's campus and address the need for quality apartments nearby. Construction is scheduled for completion in summer 2020. This more-than-\$52-million mixed-use development will provide a new gateway to the Atlanta University Center Consortium in Atlanta's Historic West End.





A Catalyst For...

GROWTH

We are on a trajectory of growth that defies boundaries and sets MSM on a dynamic path as an ever-evolving health sciences institution. We are expanding physically, both on our main campus and throughout Georgia. We are growing academically, adding new programs and planning for more. Growth on those fronts fuels enrollment gains, including another class of 100 MD students, from the classroom to the lab, from urban hospitals to rural clinics, MSM's global reach holds limitless possibilities.

BROADEN. CULTIVATE. BLOOM. PROGRESS. PROSPER. EVOLVE.

Message from the Sr. VP for Operations and Chief Financial Officer, F. John Case

Morehouse School of Medicine's financial and operational results for Fiscal Year 2019 continued to be strong as the organization grew as envisioned in the MSM strategic plan, "Excellence Through Health Equity."

MSM continued utilizing the State of Georgia's \$35-million investment (approved by the Legislature in 2016) to expand educational programs, invest in innovation in our three mission areas — education, research, and clinical services — and give back to our students through scholarships and loan-forgiveness programs.

We invested in the campus infrastructure that supports our academic programs, completing Phase 2 of the Hugh Gloster Building renovation project. This work includes state-of-the-art, technology enhanced, flexible classrooms; enhanced study space for team and group exercises and learning; and increased opportunities for students to use full-screen studying methodologies for real-life experiences.

These renovations mean that Gloster, our first campus building, now offers easy access to all faculty and student services. All students, regardless of program, can interact, learn, study, and relax in this convenient academic environment. The final enhancement in this \$25.2-million investment is a new central entrance to the Gloster Building, Medical Education Building, and library, highlighting a grand staircase surrounded by study and relaxation spaces.

The school remains unwavering in its strategic commitment to enhancing student scholarships and reducing student debt. The institution kept tuition rates level for the sixth straight year while

raising more dollars for scholarships, including more than \$2.1 million at the annual Hugh M. Gloster Dinner Celebration. These and other efforts help MSM lower the debt burden on our graduates as they begin their careers, enabling them to serve Georgia communities in primary care and other needed — but often lower-paying — specialties.

Operationally, we continued our emphasis on three themes: people, process, and technology. Each one impacts the current state of our business, the need to implement best practices in all we do, and investing in our finance and operations for sustained growth. During fiscal 2019, we implemented a refined budget process, enhanced Morehouse Healthcare reporting, negotiated a new five-year contract with Grady Health System to provide professional services for their

patients, and continued to implement new business processes through a shared-service business model.

MSM's investment in facilities involved more than just academic infrastructure. We also renovated our Public Safety Office and installed enhanced mechanical equipment in various buildings. Meanwhile, work began on our Lee Street project, which includes housing, retail, health care, fitness, and parking. The campus community is excited about the June 2020 opening for this apartment complex, followed by the fall opening of the health and wellness center, which will serve the Atlanta University Center and the surrounding community. This mixed-use development, the first of its kind in the AUC, represents another MSM investment in Atlanta's West Side, one sure to be recognized as a great community asset.

FISCAL YEAR HIGHLIGHTS:

- In October 2019, the annual financial and compliance audit was presented to and approved by the Board of Trustees within the required timeframe.
- The annual financial statement and Office of Management and Budget A-133 audit received a clean (unmodified) opinion on the consolidated financial statements for MSM and its affiliate (Morehouse Healthcare) in accordance with generally accepted accounting principles.
- MSM recorded operating revenues of \$162 million in FY 2019, remaining steady from FY 2018.
- MSM realized a net operating deficit of \$9.6 million in FY 2019 due to the use of a one-time fund balance of \$10.5 million for growth initiatives that increase our footprint in underserved areas of Georgia.
- Ongoing enrollment growth brought in tuition revenues of \$20.2 million, an increase of 3.9 percent. MSM continued its goal to increase scholarships for all programs, investing an additional \$3 million.
- Investments earnings totaled \$7.8 million (4.8 percent of total revenue).
- Morehouse Healthcare (MSM's faculty practice plan) had revenues totaling \$15.4 million against expenses of \$16.7 million.
- The balance sheet reflected continuous improvements in the following critical areas – decreased patient and loan receivables and an increase in property, plant, and equipment of more than \$7 million.

Morehouse School of Medicine, Inc. and
Affiliate Consolidated Balance Sheets

Year ended June 30,	2019	2018
Assets		
	\$	\$
Cash and cash equivalents	4,251,275	7,399,746
Accounts receivable, net	19,496,103	17,234,263
Pledges receivable, net	4,291,499	2,715,480
Loans receivable, net of allowance for doubtful accounts of \$178,400	712,713	764,144
Patient accounts receivable, net	1,649,808	1,841,450
Other receivables	620,706	528,828
Investments, at fair value	132,909,025	135,459,020
Other assets	1,087,337	1,445,608
Property and equipment, net	82,945,843	75,781,744
Total Assets	\$247,964,309	\$243,170,283
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable	6,889,785	7,054,593
Accrued expenses and other liabilities	8,760,099	7,898,109
Deferred revenue	5,839,849	4,963,831
Capital leases payable	591,128	729,126
Long-term borrowings under line of credit arrangements	15,956,142	5,376,458
Long-term debt payable	20,947,733	18,568,106
Government advances for student loans	1,550,271	1,550,271
Total Liabilities	\$60,535,007	\$46,140,494
Net Assets		
Without donor restrictions	54,633,312	68,143,834
With donor restrictions	132,795,990	128,885,955
Total Net Assets	\$187,429,302	\$197,029,789
Total Liabilities and Net Assets	\$247,964,309	\$243,170,283

The Consolidated Balance Sheet presents the assets, liabilities, and net position of MSM as of the end of the fiscal year.

The purpose of the Consolidated Balance Sheet is to present a financial condition snapshot of Morehouse School of Medicine as of June 30, 2019.

The Consolidated Balance Sheet is prepared under the accrual basis of accounting which requires revenue and asset recognition when service is provided, and expense and liability recognition when goods and services are rendered, despite when cash is exchanged.

Morehouse School of Medicine, Inc. and Affiliate
Consolidated Statements of Activities and Changes in Net Assets

Year ended June 30,	2019	2018
Revenues and Other Additions	\$	\$
Tuition and fees	20,163,676	19,410,571
Student aid	(2,960,831)	(2,971,232)
Tuition and fees, net of student aid	17,202,845	16,439,339
Federal, state, and local government grants and contracts	96,925,866	97,383,184
Private gifts, grants, and contracts	22,030,808	23,158,500
Faculty practice plan	15,437,471	17,175,108
Investment income	7,735,746	9,160,680
Other sources	2,541,221	2,596,240
Net assets released from restrictions	-	-
Total Revenues and Other Additions	\$161,873,957	\$165,913,051
Expenditures		
Education and general:		
Instruction	69,694,365	65,617,473
Research	25,859,055	26,224,979
Public service	7,106,128	6,843,190
Academic support	10,410,950	8,772,255
Student services	4,192,756	5,316,273
Institutional support	32,594,014	30,479,671
Facilities operations and maintenance	4,885,332	4,180,045
Faculty practice plan	16,731,844	17,753,259
Total Expenditures	\$171,474,444	\$165,187,145
Change in Net Assets	(\$9,600,487)	\$725,906
Net Assets , beginning of year	\$197,029,789	\$196,303,883
Net Assets , end of year	\$187,429,302	\$197,029,789

Changes in Total Net Assets are based on the activity presented in the Consolidated Statement of Activities and Changes in Net Assets.

The purpose of the statement is to present the revenues earned, expenses incurred, and the operating margin realized for the fiscal year end.

Morehouse School of Medicine, Inc. and Affiliate
Consolidated Statements of Cash Flows

Year ended June 30, 2019 2018

	2019	2018
Operating Activities	\$	\$
Change in net assets	(9,600,487)	725,906
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Depreciation	6,181,933	5,689,005
Net realized and unrealized loss on investments	(4,776,100)	(6,501,619)
Loss on disposal of property and equipment	244	24,627
Gifts and grants restricted for long-term investment	(707,262)	(977,660)
Change in operating assets and liabilities:		
Accounts receivable, net	(2,261,840)	8,005,324
Pledges receivable, net	(1,576,019)	2,853,616
Patient accounts receivable, net	191,642	145,073
Other receivables	(91,878)	(269,150)
Other assets	358,271	373,353
Accounts payable	(164,808)	(1,547,968)
Accrued expenses and other liabilities	861,990	(3,448,227)
Deferred Revenue	876,018	3,996,978
Net cash used by operating activities	(\$10,708,296)	(\$6,941,390)
Investing Activities		
Loans receivable, net	51,431	49,188
Purchases of investments	(29,791,534)	(27,625,096)
Proceeds from sale of investments	37,117,630	34,647,126
Purchases of property and equipment	(13,346,277)	(16,445,832)
Net cash used in investing activities	(\$5,968,750)	(\$9,374,614)
Financing Activities	\$	\$
Net Proceeds on borrowing under lines of credit arrangements	10,579,684	3,816,716
Repayment of long-term debt payable	(1,408,514)	(9,744,450)
Proceeds from long-term debt payable	3,788,141	19,904,556
Repayment of capital leases	(137,998)	(186,966)
Gifts and grants restricted for long-term investment	707,262	977,660
Net cash provided by financing activities	\$13,528,575	\$14,767,516
Net Decrease in Cash and Cash Equivalents	(\$3,148,471)	(\$1,548,488)
Cash and Cash Equivalents, beginning of year	\$7,399,746	\$8,948,234
Cash and Cash Equivalents, end of year	\$4,251,275	\$7,399,746
Supplemental Disclosure of Cash Flow Information		
Cash paid for interest	\$182,592	\$200,076

The charts below detail MSM's income and spending patterns in FY 2019. We continued our strategy to increase class size to more than 700 students over the next three years, resulting in increased annual revenues. Development efforts continue to enhance private gifts and grants for scholarship, facilities, and new programs. Morehouse Healthcare will open the new Lee Street Health and Wellness Facility in 2021 for students and patients. This will increase patient volume while enhancing the patient experience and delivery of care, also contributing to corresponding revenue increases. In expenditures, salary and wages comprise 66 percent (\$113 million) of the total,

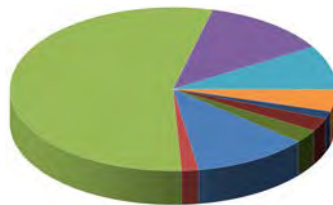
while other operating expenditures total \$58.5 million. Our goal over the next five years is to review all people, processes, and technology for increased efficiencies, enabling the organization to invest in our education, research, and clinical services mission areas.

In FY 2019, we invested in needed resources that enrich our students' educational journey. Our investment of approximately \$25.2 million in the Hugh M. Gloster Building renovation created a state-of-the-art environment enhancing the classroom experience, creating a one-stop student service center, and enhancing the faculty interaction/collab-

oration with all students. The students, faculty and staff are in the new space and are excited about the opportunities to accelerate the learning experience. The financial operations will continue to enhance systems and operations by investing in a new budgeting system, implementing Workflow (an operations and finance document flow system), and implementing the new procurement system, adding all AUC campuses to our system for efficiencies. As an organization, our commitment to operational excellence will help MSM strive for sound financial policy and practices to produce results that will benefit MSM's faculty, staff, students and patients.

FISCAL YEAR 2019 REVENUE

- Federal, State, and Local Government: \$96,925,866
- Private Gifts, Grants, and Contracts: \$22,030,808
- Faculty Practice Plan: \$15,437,471
- Investment Earnings: \$7,735,746
- Other Sources: \$2,541,221
- Net Assets Moved from Restrictions: (\$4,629,805)
- Net Assets Released from Restriction: \$4,629,805
- Tuition and Fees: \$20,163,676
- Scholarships: (\$2,960,831)



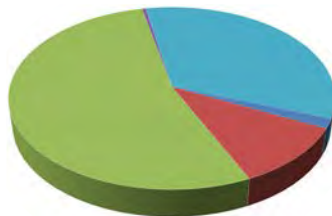
FISCAL YEAR 2019 EXPENSE BY FUNCTIONAL CLASS

- Instruction: \$69,694,365
- Research: \$25,859,055
- Public Service: \$7,106,128
- Academic Support: \$10,410,950
- Student Services: \$4,192,756
- Institutional Support: \$32,594,014
- Facilities Operations and Maintenance: \$4,885,332
- Faculty Practice Plan: \$16,731,844



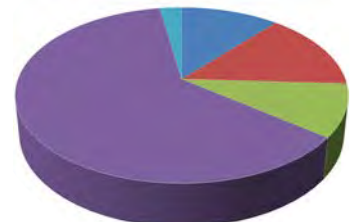
FISCAL YEAR 2019 ASSETS

- Investments at Fair Value: \$132,909,025
- Other Assets: \$1,087,337
- Property, Plant and Equipment: \$82,945,843
- Cash and Cash Equivalents: \$4,251,275
- Accounts Receivable: \$26,770,829



FISCAL YEAR 2019 LIABILITIES

- Short-term and Long-term Debt Payable: \$37,495,003
- Government Advances for Student Loans: \$1,550,271
- Accounts Payable: \$6,889,785
- Accrued Expenses and Other Liabilities: \$8,760,099
- Deferred Revenue: \$5,839,849





A Catalyst For...

ADVOCACY

Morehouse School of Medicine builds relationships with an array of federal, regional, state, and local governments, agencies, and strategic partners. Our goal is to help shape and further our institutional policy objectives. We inform. We are a catalyst that drives public policy. We advocate on behalf of those whose voices too often go unheard.

RELATIONSHIPS. PARTNERSHIPS. LEADERSHIP. INFLUENCE. STRATEGY.

Addressing Health Disparities in Medicare

THE CONVENING REPORT

Editor's Note: The Better Medicare Alliance is a national coalition of more than 400,000 beneficiaries of 140 ally organizations that share a commitment to improving health care for seniors through a strong Medicare Advantage program. In April 2019, BMA convened a meeting of national experts and healthcare stakeholders, including Daniel Dawes, JD, director of MSM's Satcher Health Leadership Institute, in Washington, DC, to discuss issues related to racial, ethnic, and gender disparities in health care.

Health disparities exist throughout the U.S. health care system, including within Medicare Advantage. Yet there are unique opportunities for Medicare Advantage to tackle health disparities, as demonstrated by its ability to address many of the shortfalls in financing and delivery of care. Medicare Advantage has shown success in improving outcomes for millions of Medicare beneficiaries as a result of a determined effort to change coverage and care to meet patient needs clinically, socially and practically.

The importance of addressing health disparities is magnified as America's population becomes increasingly diverse, including the population of those eligible for Medicare. According to recent research, minority beneficiaries are choosing to enroll in Medicare Advantage at a higher rate than those in Traditional Fee-for-Service Medicare. Overall, Medicare Advantage has a higher proportion of lower income, dual-eligible and minority beneficiaries than Traditional FFS Medicare.

While racial and ethnic disparities are not unique to Medicare, the fact that Medicare is a highly regulated part of the health care system with oversight by the federal government means there are opportunities for reporting, goal-setting, and systematized measurement of quality and access.

In addition, there are performance measures and ratings for providers in the Medicare program that also offer tools for measurement. In Medicare Advantage, tools like the Star Ratings System provide the opportunity to identify and review

disparities in patient outcomes and consumer experience. For these reasons, Medicare Advantage is well-positioned to lead the effort to address health inequity and reduce disparities in vulnerable populations.

This report highlights the disparities African Americans and others experience throughout the life course, especially at the end of life. This results in less African Americans participating in Medicare because they are dying prematurely, and those who are able to live long enough to participate in Medicare experience striking disparities within that program. We included several policy recommendations for Congress and HHS to consider to ensure that the Medicare is more equitable and inclusive.

To read the full report and policy recommendations go to:

https://www.bettermedicarealliance.org/sites/default/files/2019-12/BMA_AddressingHealthDisparities_FIN.pdf

<https://www.bettermedicarealliance.org/newsroom/press-releases/better-medicare-alliance-issues-report-racial-ethnic-disparities-medicare>





A Catalyst For...

EFFICACY

At our core, Morehouse School of Medicine is guided by its ethos to help people live healthier lives through our achievements in education, discovery, service, translational research, and leadership. We are an effective educator of the next generation of medical professionals, a powerful research enterprise, an unwavering community partner, and a strong advocate for reducing health disparities.

VISION. VALUE. VIRTUE. PROMISE. POWER. RESILIENCE. SUCCESS.

2018-2019 Selected Accomplishments

OFFICE OF STRATEGY AND INSTITUTIONAL EFFECTIVENESS

The Office of Strategy and Institutional Effectiveness supports MSM's commitment to excellence, accountability, and continuous quality improvement by ensuring that all academic programs, research support units, student support services, administrative units and community service programs engage in a continuous institutional assessment and improvement through a comprehensive institutional effectiveness and strategic planning process that is ongoing, systematic, and fully integrated. Selected accomplishments in FY 2019 include:

EXTENDED THE MSM STRATEGIC PLAN FOR THREE ADDITIONAL YEARS, FROM JULY 2020 TO JUNE 2023

The Morehouse School of Medicine Board of Trustees voted to extend the institution's strategic plan by three years. Launched in 2015, the MSM strategic plan, "Excellence Through Health Equity," will now conclude June 30, 2023. MSM's strategic plan provides a progressive roadmap toward fulfilling our mission, vision, and core values. The blueprint leverages the institution's legacy to advance the creation of health equity and lasting relevancy for generations to come. The three-year extension affords an opportunity to re-imagine the possibilities and position the institution to deliver on its shared vision: leading the creation and advancement of health equity.

COMPLETED THE MSM EMPLOYEE ENGAGEMENT ACTION PLAN

A 14-member MSM task force submitted its final employee engagement action plan in response to the findings of a 2017 climate survey as MSM seeks to become "an employer of choice." The survey, administered by the Association of American Medical Colleges to all MSM faculty and staff, received more than a 70-percent response rate. The action plan addressed four priority areas to improve employee engagement: recruitment and retention, professional development, workplace culture and governance, and clinical practice.



FACILITATED LEADERSHIP COUNCIL RETREAT AND "DARE TO LEAD" FRAMEWORK OF LEADERSHIP

Stemming from the New York Times' bestselling book "Dare to Lead," by author Brene Brown, MSM leaders read, discussed, and "rumbled" over the book's tenets of courageous leadership during MSM's 2019 Leadership Council retreat. In the end, MSM leaders committed to a year-long curriculum rooted in being authentic and owning vulnerabilities, which Brown believes are best expressed during candid "rumbling" discussions. Only then, the author asserts, can leaders truly put their employees before themselves.

COMPLETED THE MSM-TAG STRATEGIC PLAN AND COMPREHENSIVE BUDGET

The partnership between MSM and Tuskegee Airmen Global Academy, an Atlanta Public Schools K-5 elementary school, now has a strategic plan designed to help disrupt intergenerational poverty. MSM "adopted" the elementary school five years ago as part of MSM's long-standing pipeline initiatives, which are designed to increase the number of African Americans who pursue careers in medicine and other health-sciences professions. Since that adoption, MSM has received three local awards and one national award for the partnership, and student achievement has gradually improved. The new three-year strategic plan focuses on strengthening mentorship, parental involvement, academic success, and educational equity.

CO-AUTHORED TX PAPER IN JOURNAL OF ETHNICITY & DISEASE

Aligned with its strategic focus of being the recognized leader in health equity, MSM scholars published in June the seminal article on MSM's trademarked approach and philosophy to achieving health equity. Titled "Tx™: An Approach and Philosophy to Advance Translation to Transformation," the article was published in the *Journal of Ethnicity & Disease*. Its authors included Drs. Tabia Akintobi, Jammie Hopkins, Kisha Holden, David Hefner, and Herman Taylor.



LEADING THE WAY

Executive Leadership Team



Valerie Montgomery Rice, MD
President and Dean



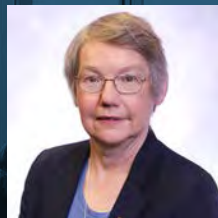
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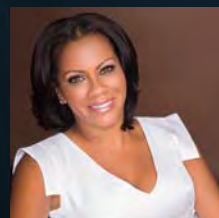
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