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*Evolve*

2021 Annual Report

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*Transformation*

# Transformation

The *world* is in a constant state of transformation.

A simple *caterpillar* becomes a stunning butterfly.

A humble *acorn* grows into a mighty oak tree.

A *student*, through diligence and perseverance, develops into a physician.

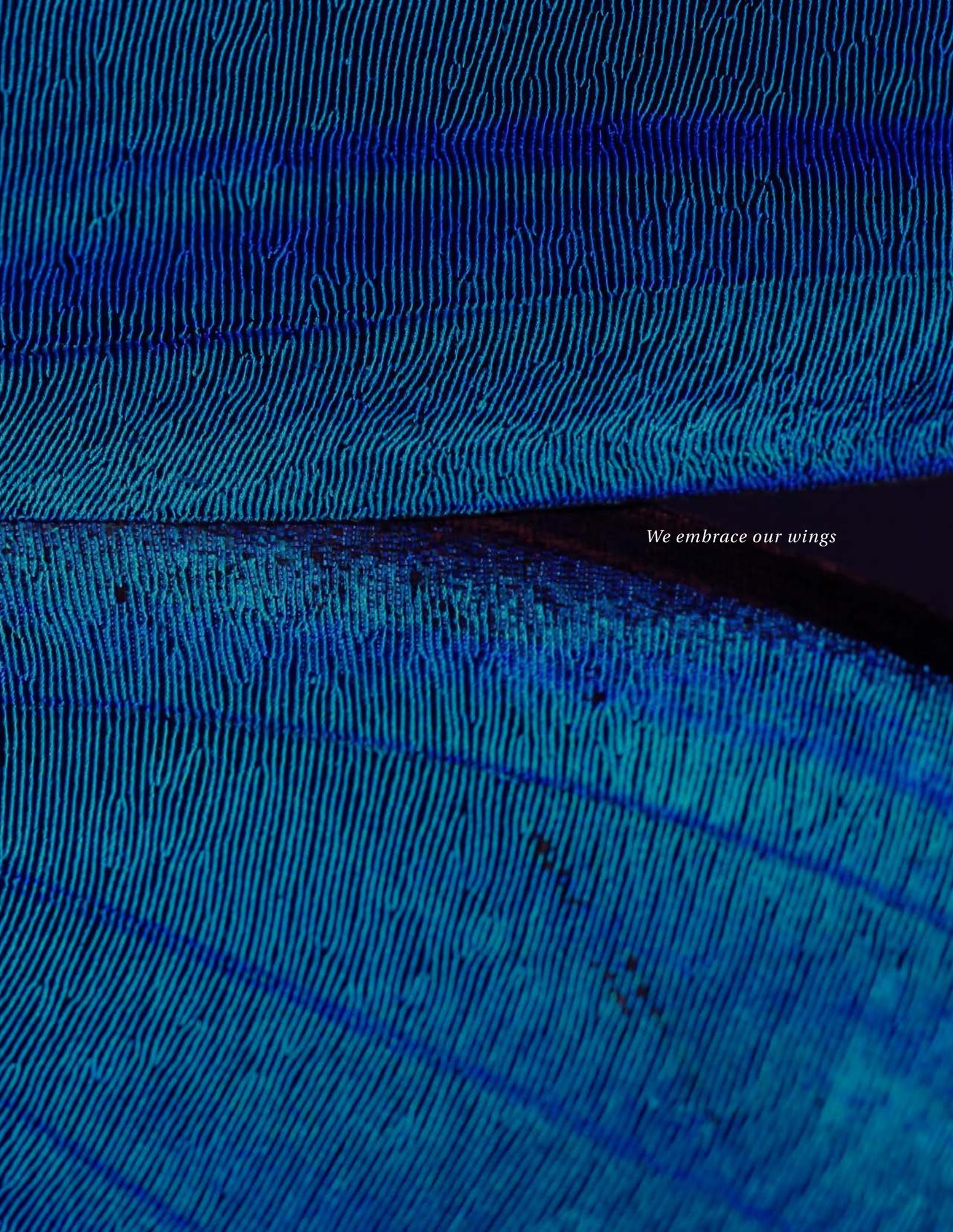
An *institution* builds on its success to educate the next generation of healthcare professionals.

For more than 45 years, Morehouse School of Medicine has been that institution. We are committed to increasing the diversity of healthcare and scientific workforces as one of the nation's leaders in educating primary care physicians.

MSM is transforming education, research, and clinical care through our thirteen degree programs, world-class research centers and institutes, and patient-centered, multidisciplinary treatment.

At the heart of everything we do is our mission: leading the creation and advancement of health equity.

We are Morehouse School of Medicine. And we are transformation.



*We embrace our wings*

## 2021 Annual Report



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## 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

## MESSAGE FROM THE PRESIDENT AND CEO



## Dear Morehouse School of Medicine Family and Friends,

For many of us, 2021 was a season of triumph and adversity. The year was speckled with uncertainty, isolation, and — for too many of us in the Morehouse School of Medicine family — grief and remembrance. But amid the uncertainty lay an unflinching resilience that propelled each of us forward and allowed Morehouse School of Medicine to not only continue its bold vision to advance health equity, but also facilitate transformation in the lives and communities we serve. Our mission is what drives us, and it is what brings us even closer to realizing a world where no person is unduly burdened by disease and sickness.

The COVID-19 pandemic has been a worldwide tragedy, but it has also been an opportunity to underscore the devastating impact of health disparities and the importance of fostering a culturally competent and diverse health workforce. I am proud of the instrumental leadership MSM has provided communities, especially during this unprecedented health emergency. Our employees, students, and programs are internationally recognized for excellence in education, research, technology, public health, and patient care. Both on our campus and through groundbreaking national partnerships, we are diversifying the clinician and scientific workforce, transforming the future of healthcare, and innovating to advance global health equity. We are doing so with both intentionality and intensity, knowing that all persons deserve nothing less.

For us at Morehouse School of Medicine, above all, 2021 was a year of transformation. As you open the pages of the 2021 Annual Report, I know that you will share my gratitude for the many ways in which our institution continues to prepare future healthcare learners and leaders, translate discoveries into health equity, and build bridges between healthcare and health — here and around the globe. This report reinforces that the greatest strength of Morehouse School of Medicine is in the many individuals, organizations, and partners who are on this path to create change and improve not only Morehouse School of Medicine, but also the world around us. Together we have sustained the institutional mission during a time of unforeseen challenges and, most importantly, we have transformed the health and well-being of countless individuals and communities.

Moving forward, we are stronger than ever before — but the work continues. With 2022 well underway, we remained focused on our mission, vision, and values, embracing the truth of our capital campaign: The World Needs What We Do Best.

Sincerely,

Valerie Montgomery Rice, MD, FACOG  
President & CEO  
Morehouse School of Medicine

## Dear Friends of Morehouse School of Medicine,

As I reflect on my first six months at Morehouse School of Medicine, what stands out is the steadfast commitment to leading the creation and advancement of health equity that is embodied in our mission and emboldened by our faculty, staff, and students. As we stand in the face of a global pandemic, with COVID-19 variants continuing to impact our communities, Morehouse School of Medicine remains dedicated to transformational leadership that reimagines how we educate our students; translational research that connects discoveries to health outcomes; and quality and compassionate clinical care that serves our communities.

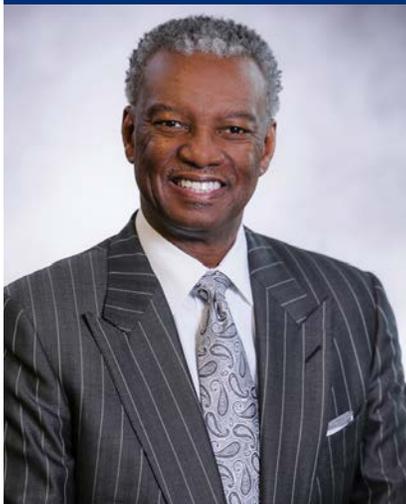
Endeavoring to achieve health equity is no small feat. We have been tested these past two years, both as individuals and as an institution. The pandemic has changed how we live and work, how we educate our students, and how we think about healthcare delivery. Morehouse Healthcare continues to focus on transforming healthcare delivery through our telehealth programs with the goal of ensuring that patients in rural areas can access medical services without leaving their homes. We are embracing technology that is beginning to allow physicians and other health care providers to use devices to monitor patients with diabetes or hypertension remotely. Emerging technologies like VR and AI will soon transform how we deliver undergraduate and graduate medical education. Online and distance learning makes it possible to achieve our goal of providing more access to students, both locally and globally. With National Institutes of Health funding, our researchers are pioneering new pathways in cancer research and transforming the face of the scientific workforce. Morehouse School of Medicine is no stranger to change.

As we continue to transform the world around us, Morehouse School of Medicine must also continue to transform. New facilities, new partnerships, new talent, new programs, and new perspectives inform our legacy and drive our future. Health equity remains our North Star and diversity a necessary endeavor. This report reflects what we are most proud of and creates a roadmap for what we hope to accomplish in the year ahead. We invite you — our colleagues, alumni, partners, faculty, students, and friends — to join us on this journey.

Joseph (Adrian) Tyndall, MD, MPH, FACEP FAAEM  
Dean  
Executive Vice President for Health Affairs



## MESSAGE FROM THE BOARD OF TRUSTEES CHAIR



## Dear Friends of Morehouse School of Medicine,

Despite another year of unprecedented challenges, Morehouse School of Medicine (MSM) continued to exceed expectations in 2021. As we review the past year and look ahead to the future, MSM's success can be tied to our deep commitment to our mission, vision, and values.

MSM is transforming the healthcare field as we educate the next generation of primary care medical professionals. We remain dedicated to creating and advancing health equity, especially for people of color and those in underserved communities. One way we're doing that is by diversifying the healthcare workforce, including increasing the number of Black male physicians.

With 2022 underway, MSM is strengthening the "More in Common Alliance," our \$100-million, 10-year partnership with CommonSpirit Health to expand representation by increasing medical education opportunities for more Black, Indigenous and people of color (BIPOC). The first phase of this initiative includes creation of three undergraduate and four graduate medical education sites in late 2021 with more to come in the future. MSM also proudly graduated its first class of Physician Assistants at our inaugural Winter Commencement in 2021.

Throughout the COVID-19 pandemic, MSM has been a leader both in our approach to vaccination and testing on our campus and by our outreach to the community, making sure that patients receive the care they need even during uncertain times.

The mission and vision of MSM continues to galvanize our transformation — our future growth unlocked as we continue to reshape and deliver upon the experience of health equity for our students, faculty, staff, patients and community. The Board of Trustees and I could not be prouder of the many ways Morehouse School of Medicine's students, faculty, staff, and alumni remain focused on our purpose and principles. No matter what we face in the months and years to come, I have no doubt that MSM will continue to be agile and adapt to any new issues that we face.

Sincerely,

Arthur R. Collins  
Board of Trustees Chair



For more than 45 years, Morehouse School of Medicine has educated and graduated the healthcare leaders our nation needs most — those dedicated to primary care and serving the underserved.

We are on a mission to change the world. This mission is more important now than ever before, as America makes its way out of the COVID-19 pandemic and attempts to address social injustice.

These problems have a disproportionately negative impact on disenfranchised communities. We at Morehouse School of Medicine are working to change that. But we can't do it without support.

In the spring of 2021, MSM publicly launched its first-ever, multi-million-dollar comprehensive campaign, IMPACT: The World Needs What We Do Best, to address these problems. Fast forward seven months to December, and we are excited to announce how successfully this campaign has resonated with our community partners across the country. As of December 31, 2021, an amazing \$236 million has been raised in support of the campaign, which surpassed our goal of \$225 million.

Although we met our initial campaign goal, MSM has much more to achieve as we lead in the creation and advancement of health equity. Therefore, in 2022, our Board of Trustees approved the expansion of our campaign to \$500 million. This decision is emblematic of the importance of our work and of the trust that our supporters have in our steadfast commitment to our mission. To learn more about our campaign, and to find out how you can become a partner as we charge ahead to even a higher campaign goal, please visit [msmimpact.org](http://msmimpact.org).

Truly, the world needs what MSM does best. And we need you. Together, we can make an IMPACT.

# EXECUTIVE LEADERSHIP TEAM



**Valerie Montgomery Rice, MD**  
President and CEO



**Joseph A. Tyndall, MD**  
Executive Vice President for Health Affairs, Dean of the School of Medicine



**Goldie Taylor**  
Chief Marketing Officer



**Daniel Dawes, JD**  
Director of the Satcher Health Leadership Institute and Associate Lead for Government Relations



**Sandra Harris-Hooker, PhD**  
Vice President, Executive Vice Dean Academic Administration & Research



**Taya Jackson Scott, EdD**  
Chief Innovation Officer



**Michael Rambert, JD**  
Senior Vice President, General Counsel and Corporate Secretary



**David Hefner, EdD**  
Vice President, Strategy and Institutional Effectiveness



**Harvey Green**  
Senior Vice President, Office of Institutional Advancement



**John Case, EdD**  
Senior Vice President, Finance and Operations Chief Financial Officer



**Walter Conwell, MD**  
Chief Diversity and Inclusion Officer



**Alecia M. Bell, JD, MPH, CHPC**  
Chief Compliance Officer

# BOARD OF TRUSTEES



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Chairman of the Board  
Managing Partner, theGROUP



**Susan Grant**  
Vice Chair of the Board  
Retired, Former Executive  
Vice President of CNN  
News Services



**Rose Blackburne,  
MD, MBA**  
President, Morehouse School  
of Medicine Alumni Association  
Vice President of CNN  
2020-2022, Morehouse School of  
Medicine MD Class of 1992



**Marlon Cousin**  
President, Morehouse College  
National Alumni Association  
Managing Partner, The  
Marquin Group



**Camille Davis-Williams,  
MD, FACOG**  
Greater Atlanta Women's  
Healthcare



**Aaron D. Dent**  
Managing Director & Chief  
Procurement Officer,  
Tishman Speyer



**Joy Fitzgerald**  
Retired President & CEO,  
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**Shawn Garrison, PhD**  
Assistant Professor, Director of  
Counseling Services, Psychiatry  
and Behavioral Science  
MSM Faculty Representative



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Executive Officer, Southern  
Company Gas



**Lawrence V. Jackson**  
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**Douglas Love, Esq**  
President and CEO, Annexon  
Biosciences



**Sylvester McRae, MD**  
Assistant Professor, Director of  
St. Francis OBGYN Physician  
Partners



**Woodrow W. McWilliams III, MD**  
John B. Amos Cancer Center,  
Radiology and Oncology



**Thomas N. Malone, MD**  
Private Practice Physician,  
OB/GYN



**Glenn W. Mitchell, III**  
Atlanta Office Managing  
Partner, Ernst & Young LLP



**Valerie Montgomery Rice, MD**  
President and CEO, Morehouse  
School of Medicine



**Kimberly Evans Paige**  
Executive Vice President and  
Chief Marketing Officer, BET  
Networks and Live Events



**Katie Peagler**  
(ex officio Student Trustee)  
SGA President 2021-2022



**Claire Pomeroy, MD, MBA**  
President, Albert and Mary  
Lasker Foundation



**Larry C. Renfro**  
Vice Chairman,  
UnitedHealth Group  
Founder and Managing  
Partner, Optum Ventures



**Barry Simpson**  
Senior Vice President and  
Platform Services Officer, The  
Coca-Cola Company



**The Honorable Calvin Smyre**  
Ambassador  
Georgia State Representative  
Executive Vice President of  
Corporate Affairs, Synovus



**Russell Stokes**  
Senior Vice President of GE  
President & CEO, GE Aviation  
Services



**David A. Thomas, PhD**  
President, Morehouse College



**HIGHLIGHTS  
2021**

## **MATCH DAY 2021 MARKS MILESTONE FOR FUTURE PHYSICIANS**

After years of late-night study groups and rigorous exams that test the strength of knowledge and fortitude, Morehouse School of Medicine students marched one step closer to their dreams of serving and healing others during Match Day 2021.

As family who also invested in their dream and faculty who fortified their educational foundation watched, MSM students — just around the corner from their dream of becoming doctors — participated in the ceremony March 19, 2021 in the Louis W. Sullivan National Center for Primary Care auditorium and shared the home of their next and most challenging test so far — residency locations.

MSM students were matched to prominent medical centers across the country including Emory University School of Medicine, the Mayo Clinic, Gwinnett Medical Center and Duke University Medical Center. The future doctors thanked those who encouraged and helped them through medical school during an emotional milestone that wrapped everyone present with deep pride.

“Morehouse School of Medicine is committed to increasing the number of doctors in Georgia, especially in rural areas where medical access has been historically limited,” said Morehouse School of Medicine President and CEO Valerie Montgomery Rice. “I am so pleased to see so many of our future doctors will be going out into these needed areas and helping to bring us one step closer to achieving health equity.”

## **U.S. SEN. RAPHAEL WARNOCK PARTICIPATES IN 37TH COMMENCEMENT**

Just a few months after being elected the first African-American senator from the state of Georgia, US Sen. Raphael Warnock, Morehouse College alum, and pastor of historic Ebenezer Baptist Church, inspired and celebrated graduates during the 37th Commencement Exercises as only he can.

The graduation ceremony was held off campus and outdoors to maintain a safe environment for its students and more than 1,500 attendees. The school conferred 156 academic degrees at the event, including 81 medical degrees, 26 Master of Public Health degrees, nine Doctor of Philosophy, and 40 Master of Science degrees. Honorary degrees were conferred to Warnock, former US Sen. Johnny Isakson (R-GA), and MSM Founding Dean and former Secretary of the US Department of Health and

Human Services Dr. Louis W. Sullivan. The graduation ceremonies capped a momentous year for Morehouse School of Medicine during which many of its faculty, clinicians, and students helped lead the charge in the fight against the novel coronavirus pandemic.

“The Class of 2021 will join our alumni on the front lines of public health, bringing with them a dedication to the social mission of medicine, a commitment to serving the underserved, and a desire to create and advance health equity,” said Morehouse School of Medicine President Valerie Montgomery Rice, MD. “We believe the challenges they have confronted, particularly during a global pandemic, have left them well equipped as uniquely capable, culturally competent, and compassionate health scientists.”





## ■ MSM 37TH CONVOCATION INSPIRES NEW STUDENTS AND FUTURE PHYSICIANS, PUBLIC HEALTH PROFESSIONALS

**After a well-earned summer break filled with headlines warning of the Delta variant dangers, Morehouse School of Medicine opened the 2021–2022 school year with the 37th Fall Convocation and White Coat and Pinning Ceremony Sept. 17th.**

The inspirational ceremony set the tone for the future doctors, new students, faculty, and staff with the proper balance of acknowledgement, guidance, and support.

The journey through medical school is not a road traveled alone. Through triumph and disappointments, there is a strength that encourages physicians to push through. Push through to solve a problem. Push through for the best results. Push through to make a difference.

At Morehouse School of Medicine, Convocation recognizes and celebrates the incoming class of students and serves as the official kickoff of the new academic year. It is a pivotal time and transformational experience for the first-year students who represent our Doctor of Medicine, Physician Assistant Studies, Graduate Education in Biomedical Sciences, and Master of Public Health programs.

Included in the proceedings is the time-honored tradition of the White Coat and Pinning Ceremony. Incoming Master of Public Health students receive blue blazers and pins to symbolize their entrance into a field dedicated to protecting the public health and welfare of our communities. First-year Doctor of Medicine and Physician Assistant students receive their white coats, and Graduate Education in Biological Sciences students are fitted with their lab coats as symbols of the trust bestowed upon them as they carry on the noble traditions of medicine and science. The Graduate Education in Biomedical Sciences students also received pins.

## ■ INAUGURAL WINTER COMMENCEMENT

**The weight of the historic moment could not have been more clear for the graduates of the Inaugural Winter Commencement Exercises of Morehouse School of Medicine on Dec. 17.**

MSM's first-ever winter ceremony featured the Honorable Calvin Smyre, State Representative for the Georgia General Assembly, 135th District. Rep. Smyre, who was elected to the Georgia House of Representatives in 1974 as its youngest member at 26, serves as chairman of the state's House Minority Caucus.

It is well known that the Morehouse School of Medicine's dedication to creating and advancing health equity in underserved communities has led the way in academic medicine, public health, research, and clinical innovation. As the country grappled with the dual pandemics of COVID-19 and racial injustice and their disproportionate impact on the Black community, that work to prepare health leaders became even more important.



For the graduates, their preparation to become physicians and physician assistants included learning and working through a global pandemic. The 57 physicians and 19 physician assistant students — the inaugural class of the Physician Assistant Studies program — marked the day to acknowledge their graduation from a variety of programs. They join a team of superheroes who have been fighting to educate the masses on the value of vaccinations and wearing masks while saving lives in overfilled hospitals as communities buckle under the economic impact of the pandemic.



#### **Novartis U.S. Foundation**

Novartis provided a \$13.7 million grant to establish the Novartis Partnership to Increase Health Equity. The partnership creates actionable solutions to target the systemic racism that drives inequitable health outcomes and supports health equity progress through greater diversity, equity and inclusion across the research and development ecosystem.

#### **The Robert W. Woodruff Foundation Inc.**

The Robert W. Woodruff Foundation provided a grant of \$12 million to support the Morehouse School of Medicine Capital Fund.

#### **The Goldman Sachs Group Inc.**

The Goldman Sachs Group, through their One Million Black Women Initiative Awards Grant, contributed \$3 million to advance the work of the Center for Maternal Health Equity. The funds will be used to build key partnerships, conduct research, and train clinicians to reduce maternal morbidity and mortality locally, nationally, and globally.

#### **Bloomberg Philanthropies**

Bloomberg Philanthropies contributed \$2.1 million to establish the Bloomberg Mobile Vaccine Unit to combat challenges to vaccination, particularly by individuals who are older, immunocompromised, or disabled.

#### **Fred D. Parrott, MD**

Dr. Fred Parrott generously donated a \$1 million planned gift and has established the Fred D. Parrott, MD Endowed Academic Scholarship Fund.

#### **Velma McBride Murry, PhD and Acie C. Murry, Jr., PhD**

Drs. Velma and Acie Murry donated a \$1 million planned gift establishing a fund to support Tuition and Training Coverage for African-American Medical Students.

#### **Abbott Laboratories**

Abbott Laboratories provided a \$1 million contribution to establish The Abbott Scholarship Fund initiative, which will drive diversity in medical research and improve care among under-represented populations.

#### **The Tomé Foundation Inc.**

Carol and Ramon Tomé, through The Tomé' Foundation, gave a gift of \$600,000 to establish the Tomé Scholars Fund in support of student scholarships.

#### **Optum Services Inc.**

Optum Services awarded \$518,360 to study Maternal Near Misses (MNM), a condition that occurs when a woman nearly dies from a complication, childbirth, or within 42 days of termination of pregnancy. The health services business UnitedHealth Group contributed a \$95,000 grant for the project and provided an additional \$423,360 for in-kind support in conducting the research and other pro bono services.

#### **Doris Duke Charitable Foundation**

The Doris Duke Charitable Foundation contributed \$505,000 to support the Indigenous Young Adult Community Health Workers Training Program. The Program was established to develop a culturally and linguistically appropriate high school and young adult community health worker training program, which will train 60 Indigenous youth community health workers to deliver health and mental health educational information for up to 300 families.

#### **Peach State Health Plan, Inc.**

Peach State Health Plan made a gift of \$500,000 to establish the Peach State Health Plan Excellence in Health Equity Initiative Fund, a partnership that will enhance health outcomes and equity for Black communities across Georgia. This seed funding supports health equity efforts in education, clinical innovation, community service, research excellence, and pipeline programs.

#### **Google Inc.**

Google, through Tides Foundation, awarded \$500,000 to support equitable access to the COVID-19 vaccine as an extension of its investment in MSM/SHLI pandemic response activities.

#### **Baxter International, Inc.**

Baxter International Inc. introduced three scholarship and grant programs to support Black students pursuing health and science degrees and ultimately help expand the pipeline of Black healthcare professionals. Over a three-year period, \$300,000 will be distributed to MSM.

#### **Healthcare Georgia Foundation**

Morehouse School of Medicine's Center for Maternal Health Equity received a grant of \$300,000 to address maternal and infant morbidity/mortality among Black women and infants in Georgia and to provide support to women and their families throughout the perinatal/interconception periods to improve health and mental health outcomes for both women and children.

#### **Siemens Foundation**

Morehouse School of Medicine was awarded \$280,000 in grant funds from the Siemens Foundation to increase vaccine distribution and adoption throughout Atlanta.

## COMMUNITY RECOGNIZES MSM LEADERS



### Dr. Montgomery Rice Acknowledged for Service and Leadership

Dr. Valerie Montgomery Rice, who has led Morehouse School of Medicine through historic medical and community challenges, was recognized in 2021 by a number of organizations for her service and leadership.

She received awards from the *Atlanta Business Chronicle*, the Atlanta Jewish Committee, the Metro Atlanta Chamber of Commerce, and served as the Harvard Medical and Dental School Class Day Speaker.

The *Atlanta Business Chronicle* recognized Dr. Montgomery Rice as one of its 2021 Most Admired CEOs in August. The Atlanta Jewish Committee presented her with the National Human Relations Award, which is given annually to recognize outstanding leaders and their important work in keeping the community safe and healthy.

The Metro Atlanta Chamber of Commerce presented its Heroes of Global Health Award to Dr. Montgomery Rice in September during the 2021 Bill Foege Global Health Awards. The award, named to pay tribute to Dr. Bill Foege, a global hero best known for eradicating smallpox, honors individuals and organizations for their commitment to making advancements in global health. This year's awards recognized Dr. Anthony Fauci, Dr. Carlos del Rio, Dr. Katalin Karikó, and frontline healthcare workers for their humanitarian achievements in combating diseases worldwide, especially in regard to COVID-19.

Dr. Montgomery Rice also served as the Harvard Medical and Dental School Class Day Speaker on May 27.

"I had the pleasure of meeting and working with Dr. Montgomery Rice developing a conference for the Macy Foundation," said Fidencio Saldaña, HMS Dean of Students. "She is such a dynamic leader and role model for our students, and faculty for that matter. She is an accomplished physician, scientist, and national leader in health care."

"Dr. Montgomery Rice is an inspiration to all of us," said Dean for Medical Education Edward Hundert. "She is one of our most distinguished HMS graduates, whose life and work remind us of the core values HMS represents."



### Daniel Dawes joins National Academy of Medicine

Daniel Dawes, JD, has proven his exceptional talent repeatedly as executive director of the Satcher Health Leadership Institute (SHLI) at Morehouse School of Medicine.

This year, the National Academy of Medicine (NAM) noticed. Mr. Dawes was elected to NAM during its annual meeting. He joins the 90 regular members and 10 international members to be part of what is considered one of the highest honors in the fields of health and medicine. The Board recognizes individuals who have demonstrated outstanding professional achievement and commitment to service.

Mr. Dawes was recognized for national leadership in health equity, and because of his groundbreaking books "150 Years of Obamacare" and "Political Determinants of Health," which reframed the conversation and led to actionable policy solutions.

In October 2021, Mr. Dawes was appointed by the Biden-Harris administration to serve on the Advisory Committee to the Director of the Centers for Disease Control and Prevention (ACD). The panel advises the CDC director, the Secretary of the Department of Health and Human Services (HHS), and the Assistant Secretary for Health on policy and broad strategies that will enable CDC to fulfill its mission of protecting the nation's health. It specifically recommends ways to prioritize CDC's activities, improve results, and address health disparities. Committee members include people with expertise in areas pertinent to the CDC mission, such as public health, health equity, medical education, industry, healthcare delivery, health policy, preventive medicine, allied fields, and communication.

The SHLI debuted a one-of-a-kind Health Equity Tracker in May 2021, a comprehensive data platform to highlight and address the impact of COVID-19 and other diseases on the Black, Indigenous, Latinx, Asian, Pacific Islander, and other vulnerable and marginalized communities. The tracker records COVID-19 cases, deaths, hospitalizations, and vaccination rates nationwide across race and ethnicity, sex, and age, as well as by state and county. It also measures comorbidities associated with COVID-19, including COPD, diabetes, and social and political determinants of health, including uninsured and poverty rates. The tracker has expanded to include additional conditions such as mental and behavioral health, as well as more social and political determinants of health that impact vulnerable communities, including persons with disabilities, LGBTQ+ individuals, and lower socioeconomic status people.



### **Dr. David Satcher Received 2021 Fries Prize for Improving Health**

Dr. David Satcher, MD, PhD, who has pushed to eliminate health disparities in the United States throughout his career, received the 2021 Fries Prize for Improving Health.

The 16th US Surgeon General, former director of the Centers for Disease Control and Prevention (CDC) and founder of the Satcher Health Leadership Institute, was honored for his outstanding achievements and lifetime commitment to eliminating health disparities and championing health equity for all.

The Fries Prize for Improving Health award was presented Oct. 25 at the American Public Health Association's (APHA) annual meeting in Denver. The award recognizes an individual who has done the most to improve health for the greatest number of people.

"Dr. Satcher's teaching and achievements have been inspiring to thousands of Americans who have learned from him and whose lives have been impacted by his work," said Regina Benjamin, MD, 18th US Surgeon General, one of his former students who helped champion Dr. Satcher's nomination for the Fries Prize. "His career has raised awareness and affected system change to help eliminate health disparities and achieve health equity in the United States and globally."

Dr. Satcher served as the 16th US Surgeon General from 1998 to 2002 while also serving as the 10th Assistant Secretary for Health in the Department of Health and Human Services, making him only the second person in history to have held both positions simultaneously. In 2006, Satcher founded the Satcher Health Leadership Institute (SHLI) at Morehouse School of Medicine and is currently a senior advisor. SHLI's mission is to create systemic change at the intersection of policy and equity by focusing on the political determinants of health, health system transformation, and mental and behavioral health.

Since 1991, the James F. and Sarah T. Fries Foundation has honored individuals, organizations, or institutions that have made great contributions to public health. The CDC Foundation partnered with the Fries Foundation, which established and funds the award. As of 2016, the CDC Foundation manages and administers the Fries Foundation's public health award programs, which include the Fries Prize for Improving Health and the Elizabeth Fries Health Education Award.



### **Dr. Angelita Howard Named Woman of the Year in STEAM Education**

Women in Technology (WIT) named Dr. Angelita Howard, assistant dean for Online Education and Expanded Programs and assistant professor at Morehouse School of Medicine, its 2021 Women of the Year in STEAM Education at its awards gala at Mercedes-Benz Stadium in Atlanta on Oct. 16.

Since 1992, WIT has empowered girls and women to excel in science, technology, engineering, the arts, and math (STEAM) from the classroom to the boardroom. The WIT Woman of The Year in STEAM Education award honors women who inspire others in their pursuit of an education and career in STEAM, has broken barriers in the industry and business community, and is a catalyst for change with a proven track record of success.

"Dr. Howard is receiving a truly well-deserved recognition for her hard work and accomplishments," said Dr. Joseph Adrian Tyndall, executive vice president for Health Affairs and dean of Morehouse School of Medicine. "Our work at Morehouse School of Medicine in creating and advancing health equity includes educating and training a diverse workforce for success in healthcare careers that leverage technology. Our Online Education and Expanded Programs advances the institution's mission by extending learning opportunities to students without the restrictions of geographical location or time, and Dr. Howard's contributions to the program and Morehouse School of Medicine are immeasurable."

The Office of Online Education and Expanded Programs, under the leadership of Dr. Howard, offers online education programs and courses which provide high-quality learning opportunities by leveraging a variety of technology. These programs prepares students for current and emerging careers; roles that not only serve the community, but impact and promote health equity.

WIT has over 18,000 members in Georgia and 48,000 members worldwide. The organization is committed to making Georgia the state with the highest percentage of women in the STEAM workforce by partnering with the community to provide opportunities that champion women throughout their education and career.



# MSM IN THE MEDIA

The COVID-19 pandemic and, more recently, vaccine hesitancy, continued to be a challenging situation, but also a unique opportunity, for Morehouse School of Medicine to put into action our mission of improving the health and well-being of individuals and communities, promoting healthcare equity, and addressing primary health care needs through education, research, and service. The efforts of the physicians and staff at MSM to call attention to racial disparities and promote accurate information about COVID-19 and the available vaccines attracted much attention from the media in 2021.

## COVID-19

Early in the year, both Dr. Valerie Montgomery Rice, President and CEO of Morehouse School of Medicine, and Dr. Michelle Nichols, Associate Dean

of MSM, were recognized for their efforts to vaccinate Atlanta residents in a story on CNN.com, “These Black Women Are on the Frontlines of the Fight Against COVID-19.” By the end of January 2021, MSM had vaccinated 1,700 people.

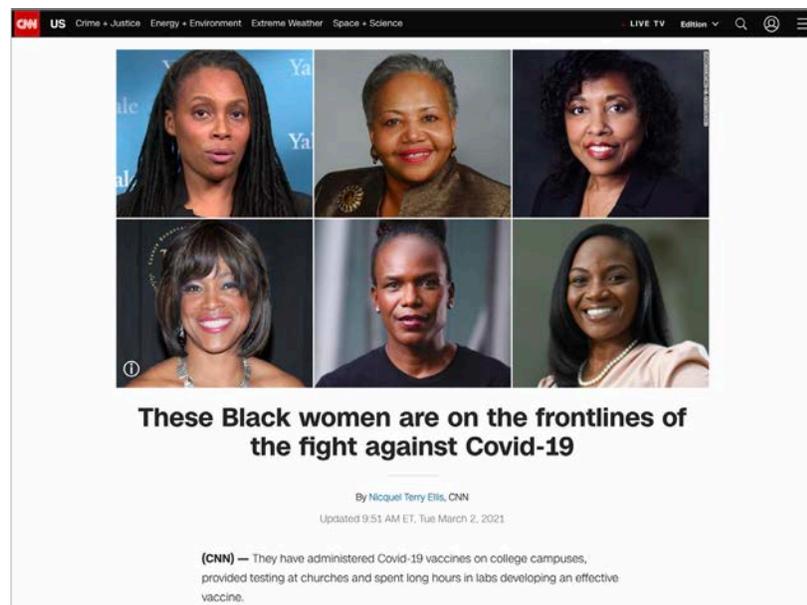
Inspiring vaccine confidence is an uphill battle, but Dr. Montgomery Rice is doing her part. She appeared on NBC’s *Today* to discuss the Johnson & Johnson one-shot option and the impact of temporary pause on the vaccine in April, due to side effect worries, was taking on people’s willingness to get the vaccine.

Dr. Nichols also attended a live online event held in July at Morehouse School of Medicine and covered by the Associated Press which brought together physicians, pastors, and retired NFL player Harry Douglas IV to voice concerns about low vaccination rates. Furthermore, Dr. Nichols appeared in a GPB.com story that noted, “a key factor in why so many Georgians are reluctant to get vaccinated is the amount of misinformation being spread about the shots.”

The same article featured Dr. Lilly Cheng Immergluck, a pediatric infectious disease specialist, who also emerged as a regular figure in the press as she discussed the safety and efficacy of the vaccines, particularly on children. From *The Washington Post*, in which she discussed a massive study at 20 colleges to help determine when it might be safe to stop wearing masks, to a radio interview on Kiss 104, and an appearance on Atlanta TV station 11 Alive, where she answered questions from a local mom worried about getting the vaccine, Dr. Immergluck proved to be a knowledgeable and reassuring spokesperson to calm healthcare fears. In

August, she answered more questions for TheConversation.com, where she continued to advocate for wearing masks and getting vaccinated.

Racial disparities highlighted by the ongoing pandemic again provided an opportunity for the MSM faculty to stand out as go-to voices to express what Black communities and educators have long known but the wider country seems to only now be grasping. “When you think about these differences,” Dr. Sonja S. Hutchinson, MSM professor of community health and preventative medicine, told the *New York Times*, “you realize we have a lot of work to do as a nation.”



SOURCE: CNN.com



## DONORS & PARTNERSHIPS

### A \$225M fundraising campaign and a \$100M partnership

Morehouse's receipt of funding for and achievements in promoting vaccines against the coronavirus also kept the school in the spotlight. The Associated Press covered the Bloomberg Foundation's gift of \$2.1 million to MSM to expand vaccination efforts in minority communities.

In May, the Atlanta Journal-Constitution noted MSM's announcement of our \$225 million fundraising campaign with the goal of using the funds to train more Black doctors. And in September, the *Atlanta Business Chronicle* noted that MSM and Atlanta's historically Black colleges were reaching "phenomenal" funding heights.

Additionally, NBC affiliate WRCB TV reported on a new \$100 million initiative between CommonSpirit Health and MSM to bring more minority physicians into healthcare over the next 10 years.






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**WOMEN'S HEALTH**

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Dr. Montgomery Rice was named a top Atlanta CEO by the *Atlanta Business Chronicle* in 2021, and her efforts to ensure MSM continues to be a leader in the improvement of health equity include a strong focus on women and maternal health. In November, she was quoted by CBS News in a story about why so many pregnant women of color were spurning the COVID vaccine, citing the small number of pregnant women involved in clinical trials, which led to distrust in the long run. "We could've been thinking about that more on the front end," she said.

Also in the news was a report in *worldinblack.com* covering MSM's study, in partnership with Optum, to understand maternal deaths among Black women and women of color. On a similar subject, a grant MSM won from Goldman Sachs' One Million Black Women Investment initiative drew attention from *Fortune* and from 11 Alive, which reported the funds will be used for research, building partnerships, and reducing maternal morbidity by training clinicians through MSM's Center for Maternal Health Equity. "My goal," said Dr. Montgomery Rice, "is to create a model that can be used across the nation and globally to empower others to advocate and work on behalf of women. Currently, maternity mortality rates are unacceptable."



**TRANSFORMING  
BEYOND  
COVID**

## Morehouse School of Medicine Helps the World Transform Beyond the COVID-19 Pandemic

If the worldwide emergence of the COVID-19 pandemic was the dominant public health story in 2020, one could call 2021 the Year of the Vaccines. Over the course of the year, vaccine availability and adoption evolved, and Morehouse School of Medicine was deeply involved every step of the way.

As 2021 began, COVID-19 vaccines were just being rolled out. Three vaccines were granted emergency use authorization by the US Food and Drug Administration, which were created by Pfizer-BioNTech, Moderna, and Johnson & Johnson/Janssen. The first two used messenger RNA (mRNA) technology to trigger an immune response in patients' bodies; the J&J shot was a viral vector vaccine.

At first, only elderly patients and those with serious medical conditions were eligible to receive the shots, delivered in two doses for Pfizer and Moderna or a single shot for J&J. Equity issues arose quickly, which worsened existing health disparities. This was especially true in communities of color, which experienced higher-than-average rates of COVID infections, serious illnesses, hospitalizations, and deaths throughout the pandemic. As local, state, and federal health departments across the US scrambled to establish vaccine clinics and get shots in arms, short supplies and hesitancy within some communities were among the factors that contributed to a lack of cohesion.

By the early spring of 2021, as the US COVID-19 death toll passed 500,000, the situation slowly began to improve. In March, vaccine eligibility was expanded to all adults over the age of 18, followed in May by emergency use approval for the Pfizer-BioNTech vaccine for 12- to 15-year-old adolescents. By October, five- to 11-year-old children could receive the vaccine while additional research into shots for younger children continued.

However, inequalities remained in terms of who was actually receiving the shots. Despite the challenges, Morehouse School of Medicine worked diligently to help reduce the problem through a series of initiatives.

## Timeline MSM TACKLES COVID-19 VACCINE DISPARITIES

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**JANUARY  
2021**

Civil and human rights leaders receive COVID-19 vaccinations at MSM, including former UN Ambassador Andrew Young, civil rights leader and broadcasting executive Xernona Clayton, HHS Secretary Louis Sullivan and Major League Baseball legend Henry "Hank" Aaron.

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**FEBRUARY  
2021**

National COVID-19 Resiliency Network (NCRN) is launched at MSM to build resilience against pandemic, especially among communities of color.

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**FEBRUARY  
2021**

MSM President and CEO Valerie Montgomery Rice, MD, is named chair of the newly created Georgia Department of Public Health COVID-19 Health Equity Council.

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**APRIL  
2021**

\$2.1 million grant from Bloomberg Philanthropies allows MSM to expand mobile medical unit in order to bring vaccine clinics to the most vulnerable Atlanta communities.

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**MAY  
2021**

Satcher Health Leadership Institute (SHLI) launches Health Equity Tracker.

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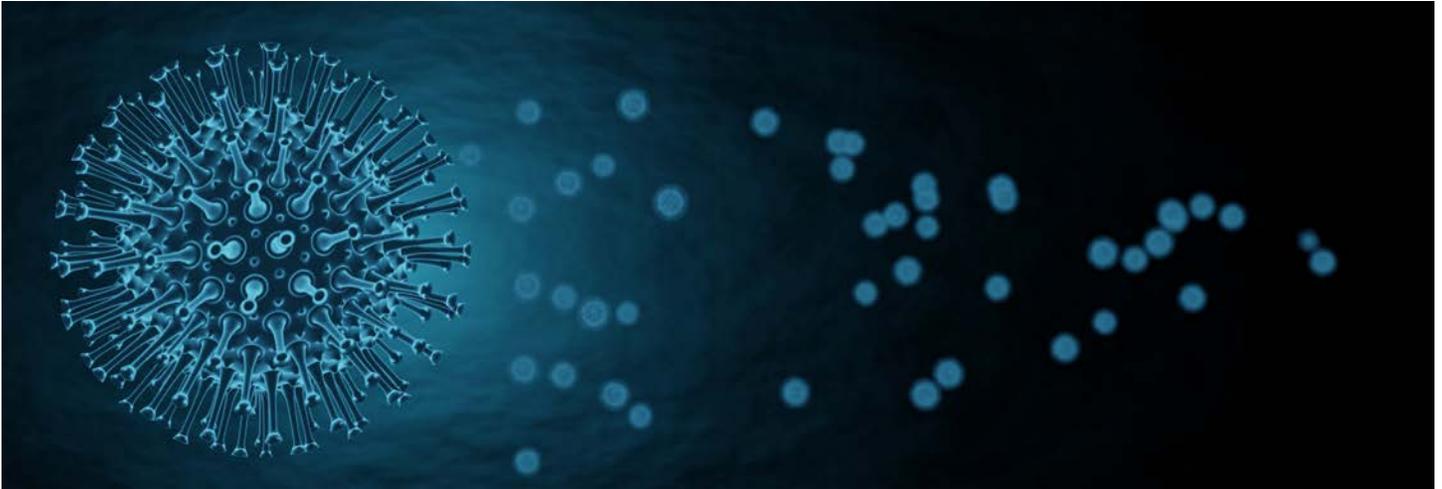
**AUGUST  
2021**

NCRN debuts mobile app to put COVID-19 resources directly in the hands of highly impacted minority groups and those in rural areas.

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**NOVEMBER  
2021**

Presidential COVID-19 Health Equity Task Force, including SHLI Executive Director Daniel Dawes, JD, releases report with recommendations for mitigating inequities caused or exacerbated by the COVID-19 pandemic and for preventing such inequities in the future.



## National COVID-19 Resiliency Network (NCRN)

In the summer of 2020, the US Department of Health and Human Services (HHS) Office of Minority Health (OMH) launched the National Infrastructure for Mitigating the Impact of COVID-19 within Racial and Ethnic Minority Communities (NIMIC) initiative to support community-based organizations (CBOs) across the nation delivering education, information, and resources to help fight the pandemic in racial and ethnic minority, rural, and socially vulnerable communities.

As part of this effort, HHS OMH awarded MSM a \$40 million grant and established a three-year cooperative agreement with the institution's National Center for Primary Care to develop and coordinate a strategic, nationwide network focused on providing COVID-19-related information to communities who were disproportionately impacted by the pandemic and at highest risk for adverse health and social outcomes.

The National COVID-19 Resiliency Network (NCRN) launched in February 2021 to connect individuals, families, community organizations, and clinical providers to timely and relevant COVID-19 services in their neighborhood.

"This powerful, public-private partnership comes at a critical time," Dominic Mack, MD, MBA, principal investigator of the NCRN, director of the National Center for Primary Care, and professor of Family Medicine at MSM, said when the HHS OMH grant was announced. "Communities of color have been among the hardest hit. By working collaboratively at the community level to advance health equity, we can make a meaningful difference in health outcomes."

Within its first year, the NCRN brought together more than 400 national and local partners and funded nearly \$6 million to CBOs for COVID-19 outreach. A website and mobile app brought critical health information directly to more than 17,000 users, and nearly half a million people were reached by a nationwide COVID-19 vaccine awareness campaign across social media. The NCRN also published peer-reviewed journal articles, conference presentations, and policy briefs focused on the pandemic.

## Georgia Community Engagement Alliance (CEAL) Against COVID-19 Disparities

MSM received a \$1 million grant from the National Institutes of Health (NIH) in October 2020 for COVID-19 pandemic outreach and engagement efforts in ethnic and racial minority communities and was selected by the NIH to create a Community Engagement Alliance (CEAL) Against COVID-19 Disparities.

Based at MSM's Prevention Research Center (PRC), Georgia CEAL is led by project director Brittany Taylor, MPH, and principal investigator Tabia Henry Akintobi, PhD, MPH, who serves as PRC director, MSM Associate Dean for Community Engagement and professor of Community Health and Preventive Medicine. Its dual mission is to understand the factors that contribute to the disproportionate burden of COVID-19 in underserved communities as well as to establish effective, community-engaged research and outreach responses.

Throughout 2021, Georgia CEAL held events in collaboration with its community partners, including town hall meetings, quarterly forums,

and vaccination clinics aimed at providing important information about the pandemic and concrete resources to individuals at highest risk.

"The pace of misinformation must be met with intentional and strategic engagement of Black and Latinx communities with social and medical vulnerabilities related to the pandemic," said Dr. Henry Akintobi. "Community co-creation of culturally sensitive outreach, health communication, and science from those who are trustworthy are at the core of changing the path towards reduced hospitalization, sickness, and death related to COVID-19."

## Satcher Health Leadership Institute (SHLI) Health Equity Tracker

Leading the way on efforts to create and advance health equity through policy, leadership development, and research, the Satcher Health Leadership Institute (SHLI) has worked tirelessly towards its objectives since being founded at MSM in 2006 by 16th US Surgeon General David Satcher, MD, PhD. 2021 was no different, as the SHLI endeavored to address COVID-19 and preexisting disparities that were made even worse by the pandemic.

In May 2021, the SHLI debuted a groundbreaking Health Equity Tracker, a comprehensive data platform built to highlight and address the impact of COVID-19 and other diseases on the Black, Indigenous, Latinx, Asian, Pacific Islander, and other vulnerable and marginalized communities.

The tracker records COVID-19 cases, deaths, hospitalizations, and vaccination rates nationwide across race and ethnicity, sex, and age, as well as by state and county. It also measures comorbidities associated with COVID-19, including COPD, diabetes, and social and political determinants of health, including uninsured and poverty rates. Policymakers, public health officials, advocates, and community organizers can use the data to create actionable, evidence-based policy changes to attain health equity and ensure that disproportionately impacted communities receive resources and support.

"A game changer, while still in its initial phases, the Health Equity Tracker will provide us the opportunity to track the health inequities plaguing this country," said SHLI executive director Daniel Dawes, JD. "Moreover, the tracker will enable us to find solutions that move beyond merely identifying areas and populations afflicted by these boundless health inequities. We are excited to work with key policymakers and partners to drive these solutions to create equitable policies that will alleviate the burden of the deeply rooted political determinants of health for all."

In the months since it was launched, the tracker has expanded to include additional conditions such as mental and behavioral health, as well as more social and political determinants of health that impact vulnerable communities, including persons with disabilities, LGBTQ+ individuals, and lower socioeconomic status people.

# ACADEMIC PROGRAMS





## Doctor of Medicine

■ The MD program at Morehouse School of Medicine graduates health professionals who have mastered the concepts and skills necessary for the prevention, diagnosis, treatment, and management of all manner of medical conditions. Its rigorous curriculum concentrates on scientific medicine and on meeting the primary health care needs of patients in underserved communities.

In October of 2021, Cinnamon Bradley, MD, was named Associate Dean for Student Affairs at Morehouse School of Medicine. An honors graduate of the University of Illinois College of Medicine, where she was inducted into the Alpha Omega Alpha Honor Society, she also completed the Harvard Combined Internal Medicine/Pediatrics Residency Program. In her 14 years at MSM, she has served as Program Director for the Internal Medicine Residency Program and Associate Professor of Clinical Medicine.

Morehouse School of Medicine received a year-long grant from the American Medical Association this fall to expand blood pressure measurement training for medical students in an effort to better serve the 116 million Americans with hypertension. All first-year students will complete the cornerstone “BP Measurement Essentials: Student Edition” module, complemented by clinical work, to ensure that they are able to properly measure blood pressure on a number of devices. The program will then be rolled out to second-year students as well as medical practitioners, to ensure that all are using current methods for this very critical measure of wellness.

## BY THE NUMBERS

### 36% Increase in Female Applicants

Looking at gender diversity in the MD department, there was a 36 percent increase in the number of female applicants in 2021, compared to the previous year, and the school matriculated 9% more female students in the entering 2021 MD class compared to 2020.

“What we’re trying to do at Morehouse School of Medicine is transform the workforce,” said Dr. Bradley when reflecting on the importance of gender and racial balance in the many fields of medicine, healthcare, and research.

### Greater Than 50% Choose Primary Care

In 2021, 95 percent of MD Program graduates matched in their first choice of specialty and 52 percent chose to go into primary care. This number increases to 70% when critical core specialties such as Ob/Gyn, emergency medicine and surgery are included. Seventeen percent of MD students matched in Morehouse School of Medicine Graduate Medical Education (GME) Residency Programs and 30 percent chose to stay in Georgia to begin their residency training.



An article published by the American Medical Association titled “Members of the Accelerating Change in Medical Education Consortium” notes that MSM “has built and is strengthening its diversity pipeline and mentoring support. Approximately 75 percent of its students are from groups underrepresented in medicine. This consortium member has increased its class size and created a curriculum that allows for strong faculty-student interactions with longitudinal supervision by a limited number of faculty.”





#### **AWARDS AND HONORS**

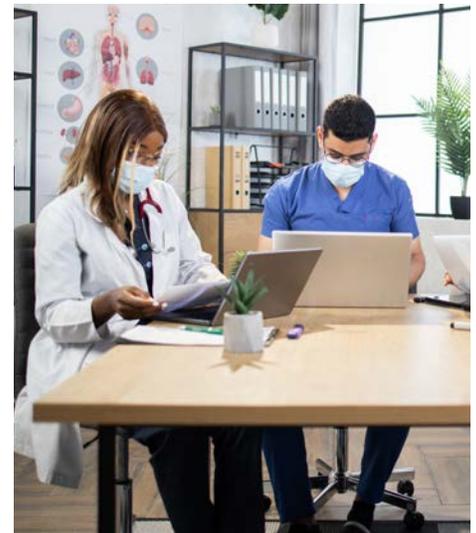
**Dr. Bonzo Reddick** (class of 2002), was named Family Physician of the Year by the Georgia Academy of Family Physicians. Now a professor at the Mercer University School of Medicine, Dr. Reddick has focused on serving historically marginalized populations throughout his career, from providing health care to residents of homeless camps in Savannah, Georgia, to research that resulted in early diagnosis of HIV and hepatitis C infections, as well as the management of harm reduction methods and the creation of a clean needle program to support the prevention of future infections.

**Clare Idehen, MD and Suhaib Abaza, MD** won the 2021 Leonard Tow Humanism in Medicine Award from the Arnold P. Gold Foundation for their work with Prison Praxis. This honor recognizes graduating students “who demonstrate both clinical excellence and outstanding compassion in the delivery of care and who show respect for patients, their families, and healthcare colleagues.” The work of Prison Praxis has included assisting, educating, and mentoring women in incarceration and impacting the lives of individuals within the prison system.

#### **ADVANCING HEALTH EQUITY IN UNDERSERVED COMMUNITIES**

A generous grant from the United States Department of Agriculture (USDA) was announced in February 2021 that will fund dozens of projects to transform healthcare in rural communities. A recipient of almost \$1 million, Morehouse School of Medicine will invest in new equipment that enables interactive telecommunications, distance learning, and telemedicine, in support of residents in underserved rural areas of Georgia.

In a new partnership with Biogen, one of the world’s first biotechnology companies, MSM MD and PhD students will be invited to work in **Biogen’s Summer Health Equity Fellowship** program beginning in 2022. With a shared mission to advance health equity, this alliance will offer students exposure to the biotechnology industry, access to subject matter experts, and opportunities to collaborate on projects that will develop equitable healthcare experiences for patients in underrepresented and underserved communities.





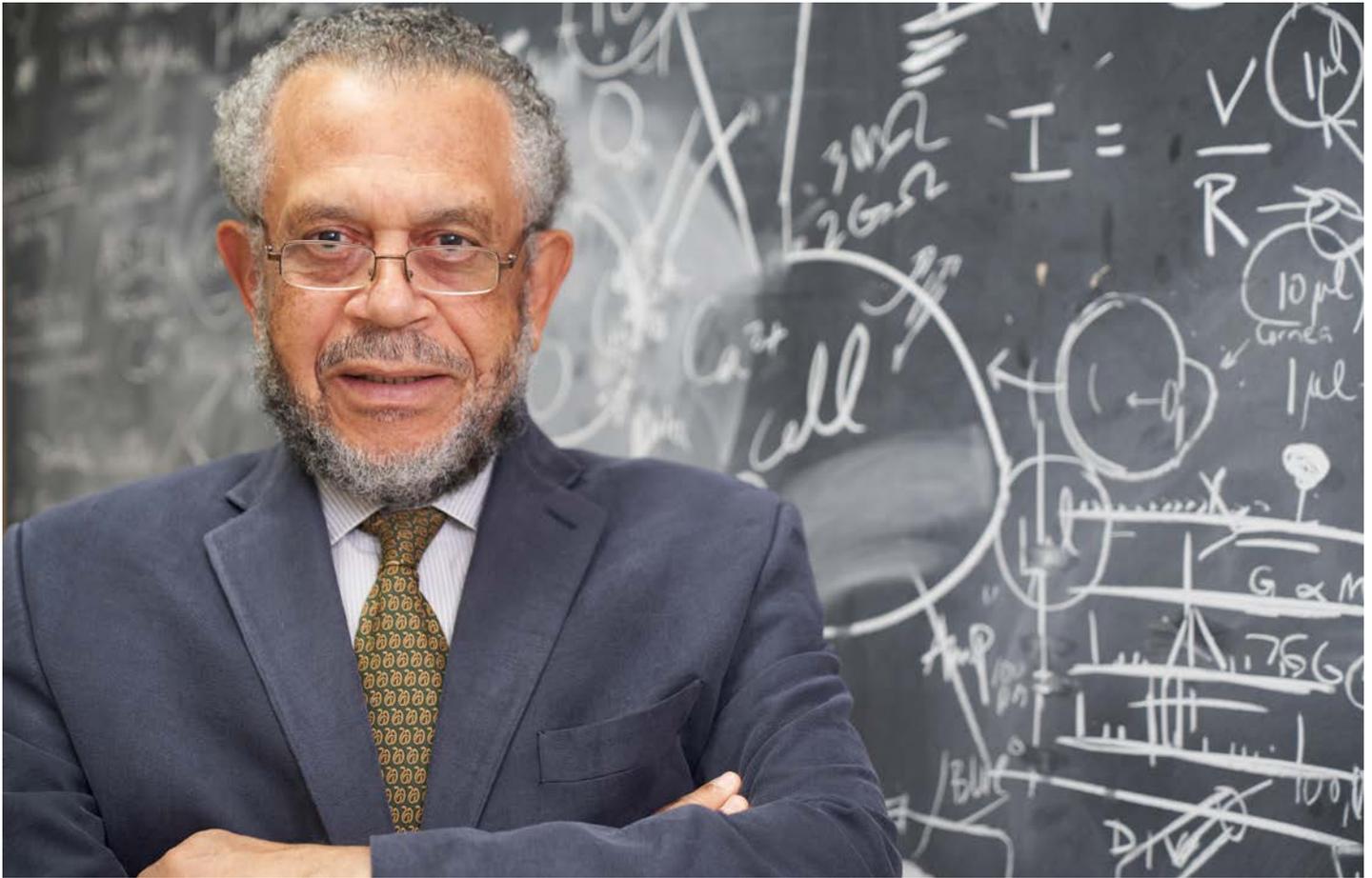
## Physician Assistant Studies

The Morehouse School of Medicine Physician Assistant (PA) program is one of the newest professional graduate programs and it comes as a response to rising health care needs across Georgia and around the world.

The MSM PA Program is a 28-month, seven-semester academic professional degree program that includes basic science and clinical coursework, clinical skills training, and supervised clinical practice. The program awards a Master of Science degree after completion of the 15-month didactic phase and 13-month clinical phase. The inaugural cohort of twenty Master of Science in Physician Assistant Studies students graduated in 2021.

According to the Bureau of Labor and Statistics, the outlook for physician assistant jobs in the US over the next decade is expected to grow by 31 percent, compared to a projected annual growth rate of eight percent for all occupations. MSM graduates will apply their expertise and knowledge in the field and contribute to diversifying the workforce. With a master's degree, physician assistants earn median pay that is more than double the national average.

Founding program director and assistant dean Pangela H. Dawson, PhD, MSPAS, PA-C, said, "The MSM PA Program exists to equip aspiring learners from underrepresented backgrounds to become competent and compassionate healthcare providers. These future leaders will be trained to respond to the increasing healthcare demands across Georgia and specifically in underserved and underprivileged regions.



## Graduate Education in Biomedical Sciences

■ Offering eight graduate degree and three dual-degree programs, with the potential to be customized to suit students' areas of interest, the Division of Graduate Education in Biomedical Sciences (GEBS) is a community that aspires to transform lives through education, research, service, and patient care.

Common to all GEBS degree programs are the educational objectives of promoting a deep and integrated understanding of the biological sciences and their implications to the advancement of health and biomedical science, strengthening critical analysis and reasoning skills and the application of these skills to the design and execution of scientific inquiry relevant to specific biomedical disciplines, generating and effectively communicating scientific knowledge relevant to specific biomedical disciplines, developing a commitment to life-long learning and career pursuits within health and biomedical science disciplines, and fostering a commitment to health equity.

In 2021, GEBS saw an uptick in the number of student-authored publications, which reflects an increase in collaboration between students, including those from different laboratories. By September, students enrolled in the PhD in Biomedical Sciences Program, which constituted the majority of the student publications, had already published more research than any other cohort before them.

Total enrollment of graduate students increased by 37 percent, from 122 in 2020 to 167 students in 2021, while the program saw an increase in new student enrollment of an astonishing 70 percent, from 52 students in the 2020 to 93 in 2021.

Investment in the development and deployment of new programs has driven most of the increase seen in attracting applicants to GEBS programs, including the introduction of the accelerated Master of Science in Medical Sciences (MSMS) program, where the class size grew by 40 percent. Additionally, the foundational Master of Science in Biotechnology (MSBT) program, which develops comprehensive knowledge in bioscience, core technologies, and analytical methods used to support biotechnology enterprises, saw a 525 percent increase in enrollment to its 12-month online degree this year, with 42 students enrolled.

# Online Education and Extended Programs

Providing online educational programming that leverages state-of-the-art technologies, the Office of Online Education and Expanded Programs (OEEP) prepares students for current and emerging careers — roles that serve the community and impact and promote health equity. Dr. James Lillard said, “We’ve always been considered this community-based medical school; of recent years, there’s been this transformation that has enlarged our reach — our community isn’t just metropolitan Atlanta or Georgia. It’s really the whole nation. Online graduate programs have accelerated that transformation.”

Academic online magazine Intelligent.com recently ranked Morehouse School of Medicine’s online Master of Science in Biotechnology (MSBT) program among its top 10 out of hundreds of programs offered nationwide by institutions such as Harvard, Purdue, and Georgia Washington Universities.

Under the leadership of Dr. Angelita Howard, Assistant Dean for Online Education and Expanded Programs, MSM hosted a 35-credit summer pipeline Bridges to Biotechnology & Bioentrepreneurship (B2BB). Goals of the new five-week course include diversifying the field of biotechnology and potentially inspiring medical students from underrepresented communities to launch their own bioventures.



With a stunning 98 percent completion rate, the majority of participants acknowledged that they better understand biotechnology and/or bioentrepreneurship at large, and 71 percent of the 53 students who completed the program enrolled in the 1-year MSBT program at MSM, increasing enrollment in the MSBT program fivefold from previous years.

## Justice-Involved Health Care

In partnership with Wellpath, a health service provider to patients in treatment and correctional facilities, the OEEP department now offers a self-directed Innovative Justice-Involved Care Online Certificate that supports healthcare professionals to address one of the most challenging aspects of health equity: the wellness needs and issues of justice-involved individuals.

Students who complete this four-month certificate are guaranteed admission into Morehouse School of Medicine’s Master of Administration in Justice-Involved Care (MAJIC) degree program which is aimed at reducing recidivism and improving outcomes for those in incarceration. The program is pending approval by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

**Dr. Angelita Howard, assistant dean for Online Education and Expanded Programs and assistant professor at Morehouse School of Medicine, was recognized with the Woman of the Year in STEAM Education Award from Women in Technology (WIT) for her lifelong commitment to advancing health equity and educating and training a diverse workforce for success in healthcare careers that leverage technology.**

# MS Health Informatics

■ The use of data in healthcare is transforming the ways that we prevent, detect, and treat illness. Earlier this year, MSM launched an online Master of Science in Health Informatics (MSHI) degree that provides a foundation in business concepts needed to advance health information technologies (health IT). MSHI students develop comprehensive knowledge in the methodologies to acquire, store, retrieve, and use health information in medicine to support healthcare and research enterprises, and are prepared to enter the workforce. "The field of health informatics is estimated to grow at more than 25% every 10 years, 7% higher than the average job growth rate, with the potential to offer 50,000 new jobs each year. This program provides not only a competitive knowledge base and skill set, but the opportunity for a career in one of the fastest-growing job sectors," said Angelita Howard, EdD, assistant dean for Online Education and Expanded Programs.

## Partnership with HIMSS

The Healthcare Information and Management Systems Society (HIMSS) entered into a formal partnership with the Morehouse School of Medicine this summer. As an Approved Education Partner, MSM has access to content, curriculum, network, and job placement opportunities from HIMSS, an organization of more than 100,000 individuals, health services organizations, and technology companies. All MSM students and members of the faculty receive free membership to HIMSS, an international nonprofit whose mission is to reform the global health ecosystem through the power of information and technology.

In November 2021, under the aegis of James W. Lillard, PhD, MBA, senior associate dean, Research, Innovation & Commercialization at Morehouse School of Medicine, a strategic partnership with the Frederick National Laboratory for Cancer Research was launched, creating opportunities for MSM students to research, learn, and train in biomedical science and precision medicine with a focus on cancer care and prevention.





## Graduate Medical Education

■ In October 2021, Chinedu Ivonye, MD, FACP, was named Associate Dean for Graduate Medical Education and ACGME Designated Institutional Official for Morehouse School of Medicine. In this role, he will have responsibility for the oversight and administration of each of the ACGME-accredited programs, as well as for ensuring compliance with the ACGME institutional, common, specialty/subspecialty, and recognition requirements.

Dr. Ivonye, professor in the Department of Internal Medicine at Morehouse School of Medicine and internationally renowned scholar, will carry out the strategic mission and vision of Morehouse School of Medicine and Morehouse Healthcare by coordinating clinical training for residents and strengthening relationships with partnering hospitals and health systems.

### Addressing Inequities in Healthcare

In November 2021, Morehouse School of Medicine and CommonSpirit Health announced a ground-breaking 10-year, \$100 million partnership to address the underlying causes of health inequity, including underrepresentation of Black clinicians. This initiative, the “More in Common Alliance,” will increase the diversity of health professionals by creating more opportunities for medical education for more Black, Indigenous, and people of color.

This will double the Morehouse School of Medicine undergraduate enrollment and increase the number of post-graduate residency and fellowship slots. The aim is to support a pipeline of students recruited from communities experiencing a shortage of providers. “The More in Common Alliance is the perfect example of what can happen when two health care organizations, devoted to the creation and advancement of health equity in underserved communities, come together,” Dr. Montgomery Rice said.



### **Core Rotation Partnership**

The Pediatrics Residency and Child and Adolescent Psychiatry (CAP) Fellowship programs at MSM partnered in July 2021 to further educate program residents on applicable pediatric psychiatry. Participating CAP fellows are in continuity clinic with the pediatric interns each week, serving as consultants to the residents for patients who have diagnoses such as ADHD, anxiety disorders, and depression. Interns are guided through the process of assessment and learn how to set up the initial management — and when referral to pediatric psychiatry or other mental health professional is warranted. CAP fellows also gain experience in understanding normal child development as they observe the children during routine well visits. This model is an ideal way to train pediatric interns in applicable child psychiatry and train child psychiatry fellows in applicable general pediatrics.

### **Department of Surgery**

The goal of the Surgery Residency program at Morehouse School of Medicine is to train compassionate surgeons steeped with technical and clinical excellence. Led by program director Shaneeta Johnson, MD, MBA, FACS, FASMBS, its outstanding faculty works with trainees in basic science and clinical research, comprehensive and innovative surgical care, and community outreach that influences health policy and patient-centered care.

This year, Dr. Johnson received Associate Membership into the American College of Surgeons Academy of Master Surgeon Educators and was awarded the Society of American Gastrointestinal and Endoscopic Surgeons inaugural Social Justice and Health Equity Award. Dr. Joel Okoli's 25th Anniversary with the Morehouse School of Medicine Department of Surgery was also celebrated.

# RESEARCH





With state-of-the-art labs and equipment, multidisciplinary research and collaboration opportunities, and a bold and intentional integration of basic science research and clinical practices, the Research department at Morehouse School of Medicine is at the forefront of healthcare innovation. Covering a broad range of specialties, including cancer, HIV/AIDS, cardiovascular health, neuroscience, disease prevention and care, precision medicine, primary care, and eliminating the root causes of healthcare inequities, MSM is driving key research and innovative partnerships for the benefit of local, national, and global communities.

#### **Cancer Health Equity Institute**

The National Cancer Institute (NCI) announced an \$18 million grant renewal to three top medical schools, including MSM, to analyze and ultimately eliminate cancer disparities currently seen in Black and rural communities. Dr. Brian Rivers, director of the Morehouse School of Medicine Cancer Health Equity Institute said, "There is an urgent need to develop and advance evidence-based, participant-centric engagement strategies to increase representation of these groups in genomic research studies and clinical trials."

This year, the American Cancer Society (ACS), along with four historically black medical schools, including Charles Drew Medical School, Howard University, Meharry Medical College, and Morehouse School of Medicine, announced a groundbreaking Diversity in Cancer Research (DICR) program to help improve diversity, equity, and inclusion in the cancer research field. This collaboration aims to transform cancer research by creating a more inclusive environment to address

health disparities more effectively. One aspect of this work will be to target recruitment efforts to bring more persons of color into clinical research protocols. Establishing a research community that is made up of a diverse group of people is vital to ensuring scientific excellence.

The ACS institutional development grants will fund a four-year program that aims to increase the pool of minority cancer researchers by identifying talented students and faculty from HBCUs.

#### **Center for Maternal Health Equity**

The Center for Maternal Health Equity at MSM received a \$95,000 grant from Optum to fund a research study designed to explore the causes and issues behind health inequity among pregnant and post-partum Black women in the US. Optum, the health services business of UnitedHealth Group, will also provide an estimated \$300,000 for support in conducting the research and other pro bono services.





# CLINICAL

SHOREHOUSE  
Irene Gamra  
MO Student  
Mentor: [Name]  
STUDENT



Clinical Affairs at Morehouse School of Medicine encompasses the Graduate Medical Education program and faculty clinical services at Morehouse Healthcare, as well as Grady Memorial Hospital and other metro Atlanta hospitals where we work to put health equity into action. Following the national recognition Morehouse Healthcare received in 2018 by the National Committee for Quality Assurance as a NCQA Patient-Centered Medical Home, we have continued to offer the highest level of primary care through a combination of teamwork and information technology to improve patients' experience of care and reduce costs.

#### **Morehouse Healthcare Telemedicine**

MSM's Clinical Affairs team steadily continued to promote the Morehouse Healthcare Telehealth Program as a convenient and safe way for patients to connect with Morehouse Healthcare's doctors. The physicians also used remote monitoring and videoconferencing technology to provide services to patients in underserved communities. Amerigroup Georgia provided a \$90,000 grant to MSM that included an investment in telehealth kits that contained the essentials (blood pressure monitor, digital thermometer, oximeter, etc) needed to remotely assess and diagnose a patient if they cannot visit a clinician for in-person care.

#### **COVID-19 Vaccines**

As the world languished in the throes of the coronavirus pandemic, the first two COVID vaccines from Pfizer and Moderna were made available. Throughout 2021,

Morehouse School of Medicine and Morehouse Healthcare addressed issues of COVID-19 vaccine hesitancy in their communities through research and outreach. Morehouse Healthcare took a leading role in confronting vaccine hesitancy in minority communities, understanding that African Americans, Latinos and Native Americans were far more likely to contract COVID-19 and to die if they do compared to their white counterparts. In the fight to address mistrust, anxiety and misinformation regarding both the pandemic and related vaccines, Morehouse Healthcare was able to vaccinate almost 11,000 people in both of their Atlanta clinics, including our pediatric patients eligible for the vaccine. In addition, MHC collaborated with multiple partners to spread awareness of the vaccine and the availability of the vaccine at MHC. Those partners included the Mexican Consulate, Fulton County high schools, Google and the YMCA.

Morehouse School of Medicine and the three other historically Black medical schools were also able to share a \$6 million gift from Bloomberg Philanthropies to expand COVID-19 vaccination efforts in minority communities.

#### **MHC Welcomes Joseph A Tyndall, MD**

In May, Morehouse Healthcare was proud to welcome Dr. Joseph A Tyndall as Executive Vice President for Health Affairs, assuming leadership of Morehouse Healthcare and its world-class team of clinicians. He brings an excellent background in academic medicine, deep experience as a clinician and exemplary leadership competencies to this role. Additionally, Morehouse Healthcare recruited a number of renowned physicians in areas such as pediatrics, vascular surgery and cardiology to add to a staff already known for their clinical expertise and compassion in serving diverse populations.



**EXECUTIVE  
OPERATIONS**

# OFFICE OF The President

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There's no question that 2021 was a year of transformation for Morehouse School of Medicine, and it got off to a busy start for Dr. Valerie Montgomery Rice, president and CEO. Since she assumed the presidency in 2014, she has continued to pursue the institution's vision of leading the creation and advancement of health equity, a goal made even more urgent by the COVID-19 pandemic. To that end, the Office of the President undertook many important initiatives over the past 12 months, including:



**Valerie Montgomery Rice, MD**  
President and CEO (pictured here with CommonSpirit Health President and CEO Lloyd H. Dean)

## CommonSpirit Health Partnership

Just five days into the new year, Dr. Montgomery Rice wrote a powerful JAMA Network editorial detailing the “more than century-old struggle to increase the number of Black physicians in the US,” and urging medical schools to “recognize and participate in addressing the systemic challenges” associated with improving the situation. Dr. Montgomery Rice and MSM are doing just that. The editorial came less than a month after she and CommonSpirit Health President and CEO Lloyd H. Dean proudly announced the two institutions were joining together in a \$100 million, 10-year partnership. Dr. Montgomery Rice described it as “the perfect combination of two healthcare organizations that are devoted to the creation and advancement of health equity in underserved communities.” Together, the institutions will create a joint undergraduate and graduate medical education program including five remote medical campuses that will allow students to complete their medical degrees while working in underserved and rural communities. In November, the partners launched the first phase of the initiative, named the More in Common Alliance, with the announcement of the development of three undergraduate and four graduate medical education sites.



## New Leaders

As the institution continues to transform to face the challenges inherent in meeting our goals, Dr. Montgomery Rice added to MSM's impressive team of executives. Among the new educators and physicians are:

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**Dr. Joseph A. Tyndall**, Dean and Executive Vice President for Health Affairs (With his appointment, Dr. Montgomery Rice assumed the new title of CEO of Morehouse School of Medicine.)

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**Dr. Walter Conwell**, Inaugural Chief Diversity and Inclusion Officer

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**Harvey Green**, Senior Vice President of Institutional Development and Advancement

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**Taya Jackson Scott**, Chief Innovation Officer

## New Programs

Following a successful return to in-person learning and research on campus, Dr. Montgomery Rice and MSM introduced several new programs that will continue to expand the institution's reach and impact in health equity and education. These included:

### **A Path Forward: Justice-Involved Care Life Coach Certificate**

From the Office of Online Education and Expanded Programs, this self-directed program is geared toward aspiring life coaches interested in working with justice-involved individuals. The four-month certificate program will provide students who successfully complete it guaranteed admission into MSM's Master of Administration in Justice-Involved Care degree program (which is pending approval from the Southern Association of Colleges and Schools Commission on Colleges [SACSCOC]).

### **Master of Science in Health Informatics and Bridge to Health Informatics**

MSM and HIMSS Global Health Equity Network have partnered to create a 14-month online masters program (also pending SACSCOC approval) and five-week pipeline program respectively to champion workforce development, diversity, and equity in healthcare.

### **Diversity in Cancer Research (DICR)**

MSM and three other historically Black medical schools are partnering with the American Cancer Society in a program to help improve diversity, equity, and inclusion in the cancer research field. MSM received a DICR grant for a pilot program in 2021–2022. The program, said Dr. Montgomery Rice, "will not only ensure diversity and inclusion in research, but address health disparities in diverse communities, and assist in our mission in leading the creation and advancement of health equity."

### **Biogen's Summer Health Equity Fellowship Program**

Starting in June 2022, MD and PhD students from MSM will be invited to work in Biogen's Summer Health Equity Fellowship program, which will include exposure to the biotechnology industry, subject matter experts and the opportunity to work on projects that will develop equitable healthcare experiences for members of underserved communities.

## Accreditation

The past year was a milestone for Morehouse School of Medicine as our accreditation was due for reaffirmation from both the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and the Liaison Committee on Medical Education (LCME). Accreditation from both these associations affirms MSM's place in the world of higher education, allowing the school to award masters and doctorate degrees to students as well as establishing the eligibility for selected federal grants and programs, including Title VII funding administered by the US Public Health Service. MSM was found compliant in all sections of the SACSCOC, which combined totaled over 100 standards. "We made MSM history," said Dr. Erika T. Brown, the SACSCOC Liaison at the time who led the re-accreditation effort. MSM will not undergo SACSCOC reaffirmation again until 2031.



## First Winter Commencement

While the new school year saw students and faculty back on campus in person, MSM and Dr. Montgomery Rice were also pleased to announce the inaugural winter commencement, held on Dec. 17, 2021 at the Louis W. Sullivan National Center for Primary Care Auditorium. The first-ever winter ceremony featured the Honorable Calvin Smyre, State Representative for the Georgia General Assembly, 135th District, as a speaker. The commencement

also included the inaugural class of MSM's Physician Assistant Studies program. Previously, at the annual spring commencement, held in-person on May 15, Dr. Montgomery Rice and MSM were proud to welcome US Senator Raphael Warnock as the keynote speaker. "We celebrate you because we need you," he told the graduates. The 37th annual commencement included the inaugural class of 100 MDs in our "Road to 100" initiative!

## OFFICE OF

# The Executive Vice President for Health Affairs

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In early May, as it seemed that hope was on the horizon for the end of the COVID-19 pandemic with the arrival of vaccines, Morehouse School of Medicine appointed Dr. Joseph A. Tyndall, MD, MPH, as dean and executive vice president for health affairs. As dean (a position formerly held concurrently by President and now CEO Valerie Montgomery Rice, MD), Dr. Tyndall takes on responsibility for the day-to-day operations of the academic programs at MSM, as well as executing the school's strategic plan. He also has assumed leadership of Morehouse Healthcare and its team of clinicians.



**Joseph A. Tyndall, MD**

Executive Vice President for Health Affairs, Dean of the School of Medicine

With a degree from University of Maryland School of Medicine, Dr. Tyndall is the former chair of the Department of Emergency Medicine at the University of Florida College of Medicine.

While he's overseeing current programs that are part of MSM's ongoing Strategic Plan, "Excellence Through Health Equity," which remains in effect until June 30, 2023, Dr. Tyndall and the Dean's Office will soon begin working on the strategic plan for the next five years. "Over the last year, as we received national recognition for our social mission," said Dr. Tyndall, "we created new partnerships with world-class organizations, including

CommonSpirit Health and Bloomberg Philanthropies, that have fortified our position to achieve long standing strategic goals." Working partnerships the dean has focused on in the latter half of 2021 include:

**Between the National COVID-19 Resiliency Network (NCRN)**, based in the National Center for Primary Care at MSM, and KPMG Health and Government Solutions. Together, in August 2021, they launched a new NCRN mobile app designed to enable racial and ethnic minorities to gain greater access to information and health services. The app is another way to address health inequities and help curb the pandemic's impact in hard-hit local underserved communities.

**With Microsoft Global Healthcare**, and its subsidiary partner Andor, MSM is in phase one of a three-part partnership effort in which the school is building a new Virtual Health Platform that connects, expands, and modernizes our telehealth and the Morehouse Healthcare system. The \$700,000-plus project will also include clinical and data technology developments. In a second arm of the partnership with Microsoft, MSM is involved in conversations regarding a Joint Innovation Hub, where MSM would become the global flagship for Microsoft technology in healthcare.

Looking ahead to 2022, Dr. Tyndall emphasized, "Morehouse School of Medicine stands at an important inflection point — both for the institution and the broader society. We are uniquely positioned to address the dual pandemics of social injustice and health inequity." In order to address these challenges, the Office of the Dean, "will focus on discoveries and innovations that connect health and healthcare, fortify our outreach, and build partnerships that multiply our impact," he said. "One of my primary responsibilities will be to catalyze our recruitment process, investing in the retention of high performing talent." Dr. Tyndall and the Office of the Dean will continue to move Morehouse School of Medicine into the future.



# OFFICE OF Institutional Advancement



**Harvey Green**

Senior Vice President, Office  
of Institutional Advancement

Despite the ongoing COVID-19 pandemic, the Office of Institutional Advancement (OIA) continued to accumulate historic fundraising successes in 2021, solidifying gifts, grants, and partnerships with government entities, corporations, individuals, and foundations. Also this year, the department gained a new leader in Mr. Harvey Green, most recently vice president and chief philanthropy officer at MedStar Washington Hospital Center. Mr. Green joined the MSM team in October and will guide the department and Morehouse School of Medicine's fundraising efforts into the future.



While 2021 was a challenging year, OIA helped MSM continue to be **a leading conduit for vaccine education and distribution**, serving underserved communities, instituting protocols like rapid testing and contact tracing to ensure that faculty, staff, and students could return to campus full time safely, as well as educating funders. In one example, OIA created a joint awareness virtual town hall series with Truist Financial Corporation, designed as a partnership cultivation tool that supported the stakeholders' efforts to educate their diverse teams during the rise of COVID variants. The series impacted 15,000 employees.

At the same time, OIA successfully entered **the "Public Phase" of the IMPACT Campaign**—"The World Needs What We Do Best"—a multi-year, multimillion-dollar effort to raise funds and create a pathway for underserved children to become medical professionals, develop new leaders in medicine, and transform the entire medical system into one that's more equitable and inclusive. In response to the dual pandemics of health equity and social justice, 95 percent of

campaign investments in MSM were made in support of three strategic initiative areas—Education, Research, and Clinical Innovation — and included transformational investments in academic expansion, scholarships for learners, and efforts to combat the novel coronavirus. **As of December 2021, the campaign had raised over \$130 million, and with a \$100 million gift from CommonSpirit Health, the campaign eclipsed its original goal of \$225 million.**

In fact, 2021 proved to be a record-breaking year in MSM fundraising under the leadership of President and CEO Dr. Valerie Montgomery Rice, and with the help of Trustees, the campaign co-chairs, campaign council, faculty, staff, and other stakeholders. Based on current data listed in Marts & Lundy’s Philanthropy Outlook Report for 2021, total giving was expected to be higher than the previous 10, 25 and 40-year historical averages.

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Here is a look at some of OIA’s most notable gifts and grants received over the past year:

**\$3 million from the Goldman Sachs Foundation** to support the training pillar of the Center for Maternal Health Equity.



**\$1.1 million from the Truist Foundation** to expand our telehealth services, which have seen a 700 percent increase in demand during COVID.

**\$423,360 from Optum Services Inc.** provided as in-kind support for the Maternal Near Misses study.

**\$2 million from Bloomberg Philanthropies** to launch MSM’s COVID-19 Community Vaccination Program, along with an accompanying \$280,000 in this effort from the **Siemens Foundation.**

**\$500,000 from the Tides Foundation/Google Inc.** for continued support of the Satcher Health Leadership Institute’s efforts to study the racial impact of COVID-19.

**\$1 million grant from the United States Department of Agriculture** to develop the Georgia Digital Framework of Health Equity, aimed at improving access to healthcare for rural residents.



**\$600,000 from the Tomé Foundation** to establish the Tomé Scholars Fund.

**\$390,000 from Baxter International** to fund the Undergraduate Health Sciences Academy and Bridges to Biotechnology and Bioentrepreneurship degree programs.

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COVID-19 continues to challenge healthcare education, and medical equity, funding and supporting Morehouse School of Medicine’s mission remains urgent, but under the leadership of Mr. Green the Office of Institutional Advancement is in a strong position to meet the demands.

“I am thrilled to have the honor of leading the development efforts of this historic center of health care education,” said Green. “I am looking forward to helping Morehouse School of Medicine achieve the financial support it needs to not only continue its mission, but to give its students, researchers, and clinicians the resources they need to have a measurable, positive impact on the health and well-being of underserved communities.”

# OFFICE OF Strategy and Institutional Effectiveness

The Office of Strategy and Institutional Effectiveness (OSIE) works to ensure that all academic programs, student support services, administration units, and community service efforts at Morehouse School of Medicine engage in continuous institutional assessment and improvement through an ongoing strategic planning process. We completed our six-year strategic planning process for the current cycle in July 2021, including meeting our operational goals. The office is now looking toward developing an executive summary describing the achievements and goals met as outlined by the current strategic plan. The next strategic planning process will begin in July 2022.

## Assessment and Improvement

Among several important partnerships begun this year, perhaps the most wide-reaching is MSM's **new alliance with nonprofit healthcare provider CommonSpirit Health** to improve health outcomes and career opportunities for people of color. As covered in MSM's *Primarily Caring* magazine, edited by OSIE director and Vice President David Hefner, EdD the partnership — a \$100 million, 10-year initiative — will create a network of medical education and care both by and for people from typically underserved communities.

Other highlights of the year included:

### Employee Engagement Action Plan

We continued to implement the **Employee Engagement Action Plan** developed from the internal climate survey completed in 2017 and made strides in the plan's three priority areas — recruitment and retention, professional development, and workforce culture and governance. Holding pride of place this year is the move toward a tuition reimbursement and waiver program, which will provide up to \$100,000 for up to two years for MSM employees who want to earn a bachelor's or advanced degree. The waiver program applies to employees who want to attain degrees offered at MSM, while the reimbursement program goes toward employees who aim to earn degrees at other institutions. Both programs require the applicant to be approved by a review committee and for them to seek a degree aligned with their current position or an aspirational goal within their career at MSM. The programs will also require the employee to remain working at MSM for a period after graduating.

### Enterprise Data Warehouse

It has been a key goal for the OSIE to move toward a more data-informed institution so that all units, departments, and programs at MSM are able to utilize data in such a way that it informs strategic-level decisions. To that end, we officially launched the **Enterprise Data Warehouse (EDW)**, which allows us to store and



**David Hefner, EdD**  
Vice President, Strategy and Institutional Effectiveness

integrate big data at the institutional level as well as from external data sources, including the CDC, the census, and more. In Phase 1, completed in 2021, we integrated Education Data gathered from our academic programs, academic scores, and admissions. Phase 2 began in October 2021 and includes Administration Data, including information from human resources, finance, strategy, and development. The final phase will focus on Research Data. The information stored in the EDW allows us to ask high-level strategic questions and arrive at answers that provide the best degree of certainty for making informed decisions for MSM.

### Partnership with AAMC

MSM is leading the effort to advance STEM pipeline initiatives, and, as part of our Strategic Plan to increase the number of underrepresented minorities in medicine, we have partnered with the Association of American Medical Colleges (AAMC) to develop a **National Health Sciences Pipeline Repository**. In recognition of the deficit of health sciences professionals of color, the partnership will ensure that all AAMC member institutions take a National Health Sciences Pipeline Survey, which seeks to determine best practices of pathway programs that help young people across the country persist in STEM disciplines



and to encourage them to go into a health sciences career. Phase 1 of the survey was distributed to AAMC institutions in Fall 2021. The best practices determined by the data will allow other schools and institutions learn how to build these programs themselves or how to improve the programs they currently have. Phase 2, expected to be distributed in early 2022, will focus on the data regarding the success of these pipeline programs.

### **Our Next Normal**

Dr. Hefner also leads the **Our Next Normal subcommittee**, convened to look at how MSM can learn from what we've experienced in the COVID-19 environment and how it has — or should — impact the way we do business. "No institution will remain the same," he said. After gathering the results from a comprehensive survey distributed to all

students, administrators, and leaders at MSM, the subcommittee evaluated the data and is currently drafting a three-point recommendation for what Our Next Normal should look like as an institution.

Beyond MSM, Dr. Hefner also teamed up with Vice President and Chief Marketing Officer Goldie Taylor for an external health equity survey in partnership with the Urban League and other entities to look at the impact of COVID across the nation. "MSM's expertise added the health equity lens to the survey to make sure that it fully addressed communities of color," Hefner said. The national survey, which included members of the general population as well as physicians and other healthcare practitioners, has been completed and the results, when released in 2022, are expected to explain to the nation the impact COVID has had in the US, particularly on communities of color.

# OFFICE OF Government Relations

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The COVID-19 pandemic and Morehouse School of Medicine's ongoing efforts to ensure equity in healthcare and in underserved communities have continued to be a primary focus for the Office of Government Relations, Policy, & External Affairs in 2021.



**Daniel Dawes, JD**  
Director of the Satcher  
Health Leadership  
Institute and Associate  
Lead for Government  
Relations



Over \$160 million  
awarded to help  
MSM and minority  
communities mitigate  
the impacts of the  
COVID-19 pandemic

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## Equity in Healthcare

Since the first COVID relief package passed in Congress last year, the Government Relations team at MSM, led by Executive Director Daniel E. Dawes, JD, has been focused on funneling the federal funds into the institution, and has continued to engage with key congressional and federal agencies to ensure the priorities of the institution have been included in the ongoing relief proposals. The funding provided through these government initiatives and grants are helping MSM in its goal to continue to grow as an innovative institution that is helping to transform the healthcare landscape.

### COVID Relief Funding

After passage in December 2020 of the Coronavirus Response and Relief Supplemental Appropriations Act, which included \$1.7 billion for HBCUs, Tribal college and Hispanic-serving institutions, MSM received \$32.3 million in additional funding and \$32.7 million in HBCU Capital Financing loans forgiven. And in March 2021, MSM received \$56 million from the \$1.8 trillion distributed under the American Rescue Plan Act.

These funds, and the \$40 million MSM received from the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), are being used to support and improve the National Infrastructure for Mitigating the Impact of COVID-19 within Racial and Ethnic Minority Communities (NIMIC), a three-year project to work with community-based organizations to deliver education and information on resources to fight the pandemic.

### Health Equity Tracker

The Satcher Health Leadership Institute at MSM, also led by Mr. Dawes, officially launched the Health Equity Tracker (HET) for the United States in June 2021. With support from Google.org, Gilead Sciences, CDC Foundation, AARP and Annie E. Casey Foundation, the HET enables MSM to provide a detailed view of health outcomes by race, ethnicity, sex, and other critical factors with a health equity-first approach. The

tracker, which Mr. Dawes called a “game changer,” will, he added, “enable us to find solutions that move beyond merely identifying areas and populations afflicted by these boundless health inequities.”

### CDC Federal Advisory Committee

In October, Mr. Dawes accepted an invitation to join the Advisory Committee to the Director of the Centers for Disease Control and Prevention (ACD). The recently re-established 14-member panel advises the CDC director, the Secretary of the Department of Health and Human Services, and the Assistant Secretary for Health on CDC policy and strategies.

### Medical Justice in Advocacy Post-Doctoral Fellowship Program

Through his position as executive director of the Satcher Health Leadership Institute at MSM, Mr. Dawes and the Institute joined with the American Medical Association to create a new post-doctoral program in which, under the mentorship of renowned multidisciplinary health equity experts, 10 physicians will convene annually to discuss and be trained in confronting the root causes of inequity in communities across the country. “Rooted in the political determinants of health, this new and unique fellowship will provide physicians with the framework and tools needed to advocate for their patients and help move our nation closer to realizing health equity for all population groups,” said Mr. Dawes.

# OFFICE OF Marketing and Communications

By leveraging marketing and communications strategies, the Office of Marketing and Communications (OMC), under the leadership of Vice President and Chief Marketing Officer Goldie Taylor, continued to make significant strides to advance the MSM mission and support institution-wide initiatives by planting and extending Morehouse Healthcare's brand awareness, affinity, and buy-in across targeted audiences. Throughout the year we focused on three key strategic areas: Media Relations and Social Engagement, Event Management, and Enterprise and Partner Marketing, and have made great strides in all of them.



## The MSM Brand

To reach our goals, the Office of Marketing and Communications continued to transform as a department, recruiting several new staffers in key positions, including director of advancement and innovation and a senior digital engagement specialist. With these new employees, we have been re-imagining MSM's brand footprint and growing stakeholder value and investment.

### Media Relations and Social Engagement

After assessing and refining sections of the five-Year Institutional Strategic Plan that are relevant to the department, OMC reset our goals to truly align with the institutional mission by creating a meaningful set of measurements that demonstrate how our work has impacted the institutional brand. Among the achievements are:

45 million impressions  
across all social media  
platforms + over two  
billion media impressions



**Goldie Taylor**  
Chief Marketing Officer

- We tripled the amount of published MSM featured content
- Social media engagement grew across all platforms by over 45 million impressions
- We generated more than two billion media impressions, seven times more than in 2020
- We secured over 500 individual media opportunities on behalf of MSM

As part of this ongoing effort, we media-trained 10 MSM leaders to broaden the bench of brand ambassadors. As an example, Morehouse Healthcare (MHC) and its clinicians were offered numerous media opportunities to promote the practice. Select appearances and coverage included CNN Worldwide, WSB-TV, National Public Radio, and 11Alive News. Additionally, we continued to receive inquiries about the availability of President and CEO Dr. Montgomery Rice, who delivered a number of keynote speeches including for Goldman Sachs One Million Black Women (March 2021), Horatio Alger Association, and Against the Odds (May 2021). In January 2021, Dr Montgomery Rice was honored on the “Atlanta 500” cover of Atlanta Magazine as part of its list of top leaders in education and healthcare.

**Mobile App:** OMC is also leading the development of MSM’s first-ever mobile app in partnership with the digital agency Dragon Army. Phase 1 testing is underway and an IOS version is being developed. In coordination with the Office of Community Engagement, we created a searchable database of MSM community resources based on GPS-enabled mapping. Phase 2 will include the Clinical and Research pillars, while Phase 3 will conclude with a student portal.

### Enterprise and Partner Marketing

The OMC has been instrumental in securing a durable position for MSM leaders among the ranks of thought leadership and has positioned the institution as a Partner of Choice with a national voice. Important partnerships in 2021 included:

**CommonSpirit Health:** MSM and CommonSpirit joined together in response to the pandemic and racial injustice with a 10-year, \$100 million partnership to develop and train more Black physicians. In support of the partnership, OMC was instrumental in the adoption of the name, More in Common Alliance, narrowing the logo options, and developing a wireframe and copy for the MICA website.

**Morehouse Healthcare:** OMC continues to make significant strides in planting and extending MHC’s brand awareness by promoting One Morehouse, mobile and clinic-based vaccine programs, patient experience surveys, and promoting the AUCC Student Health and Wellness Center. We’ve done this through tactical execution, including direct mail, social media, radio, in-office, digital and OOH (billboards and MARTA bus banners and shelter advertising), as well as refreshing the SHWC website.

### Event Management

Through our Event Management team, we created both hybrid virtual and in-person functions to ensure students, faculty, and staff feel valued, celebrated, and safe. Among the events we supported and promoted were:

**COVID-19 Vaccine Programming:** During MSM’s January and February 2021 drive-thru vaccination sites, we were able to vaccinate over 2,000 eligible Georgians and MSM employees, and following the successful vaccination effort, OMC launched PSAs promoting the availability of the vaccines and launched dedicated vaccine web pages that supply critical COVID-19 information to the community.

**2021 Fall Convocation:** In partnership with Student Affairs, OMC hosted an in-person 2021 Fall Convocation. Students and faculty were together for the first time in a year. Family and friends were able to view via YouTube provided by Morehouse School of Medicine. We also realized strong engagement on all MSM social media channels, resulting in over 49,000 impressions—a 100 percent increase from the 2020 event.

# OFFICE OF Diversity & Inclusion

In July, Dr. Walter Conwell joined Morehouse School of Medicine as the inaugural Chief Diversity and Inclusion Officer (CDIO). The Office of Diversity and Inclusion exists to promote justice and a climate and culture of inclusive excellence that encourages the full engagement and connection of all, thereby enabling MSM to lead the creation and advancement of health equity.

## Health and Educational Equity

Dr. Conwell—who earned his MD from the University of Chicago Pritzker School of Medicine and his Master of Business Administration in Health Administration from the University of Colorado Business School — arrived at MSM rich with experience that will allow him to lead our institution's equity interests into the future. Most recently he served as Associate Dean for Equity, Inclusion, and Diversity for the Kaiser Permanente Bernard J. Tyson School of Medicine, a post he'd held since 2018. Prior to that, he was the Physician Director of Equity, Inclusion, and Diversity at Colorado Permanente Medical Group.

In his new position, Dr. Conwell works with MSM President Valerie Montgomery Rice to develop and implement a comprehensive justice, equity, diversity, and inclusion strategy for the institution, as well as support our new partnership with CommonSpirit Health.

For those who have questioned why MSM, a historically Black institution, needs a diversity and inclusion officer, Dr. Conwell notes how complex our current world is. "Each organization has to define what these words — equity, justice, belonging, diversity — mean," he said. "The greatest form of diversity is the diversity of thought, which is born out of diverse life experiences. And if you look at it that way, the diversity present at MSM is immense."

Dr. Conwell's office is in the process of developing systems within the institution that are fair and equitable and that recognize the vast intersectionality of experiences within MSM with the goal that these systems:

- Expand culturally appropriate care and education within the More in Common Alliance to advance the CommonSpirit partnership
- Expand culturally appropriate care and education in Georgia
- Build competency and capacity for justice and inclusive excellence within MSM

Regarding the president's goals of improving recruitment, growth opportunities, and retention of employees at MSM, Dr. Conwell noted that his office is employing an Inclusive Excellence model developed by the Association of American Medical Colleges that involves the use of "Stay Interviews," one-on-one conversations between leaders and employees as a part of the action plan for employee engagement.



**Walter Conwell, MD**  
Chief Diversity and Inclusion Officer



"It's impossible to talk about justice without talking about power," Dr. Conwell said, "who has it, who doesn't, who can create the standards for justice, the standards for equity. We believe strategies we're implementing through the Office of Diversity and Inclusion, like these stay interviews, in alignment with MSM's action plan, will help."

# OFFICE OF Impact and Innovation

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In October, Morehouse School of Medicine (MSM) announced that Taya Jackson Scott, EdD, had been appointed as Chief Innovation Officer in the newly formed Office of Impact and Innovation. Dr. Jackson Scott has held several positions at MSM, including, from 2011 to 2019, serving as chief of staff and chief academic officer, interim vice president for marketing and communications, associate vice president for business and finance, and as the Title III executive director.

## Implementing Culture

Under her leadership, the new office will focus on MSM's continued efforts to create an environment and culture of innovation. She is tasked with leading the way for putting new systems in place, assuring operational efficiency, and creating uniformity or scalable processes that can be implemented throughout the institution. The office will also look at any barriers to innovation that currently exist and how best to break those down, as well as potential improvements to existing systems in order for everyone at MSM to benefit from recently developed tools and technologies that address the institution's goal of promoting health equity.

"I am so pleased to once again have the privilege of serving in a leadership role at Morehouse School of Medicine which has, for nearly 50 years, been an incredibly important institution in the education of minority health professionals and a leading advocate for health equity in Black and brown communities," said Jackson Scott.

Morehouse School of Medicine plans to continue to evolve and transform into a culture where students, faculty, and staff have the tools and resources they need to be innovative in their work toward meeting the health-care needs of underserved populations and educating the next generation of clinicians, scientists, and researchers.



**Taya Jackson Scott, EdD**  
Chief Innovation Officer





**MSM**  
**ALUMNI**

Congratulations to **Dr. Ngozi F. Anchebe**, MD class of '98, newly appointed Vice Dean of Educational Affairs at Wright State University Boonshoft School of Medicine

## ALUMNI IMPACT ON ADVANCING OUR MISSION

Morehouse School of Medicine prepares students for their lives in medicine with a foundation of knowledge, critical research skills, and a passion for patient service. When they reach back to support young physicians after they've had successful careers, it strengthens our pipeline. For that, we are grateful.

These four alumni have invested significantly and consistently in MSM and are ranked as the top alumni donors overall. Each in their own way has cemented the road for many students to receive financial support over the years by donating \$100,000 or more in scholarship dollars.

They have fulfilled their financial commitment in a variety of ways including bequests, endowments and direct scholarships. A bequest allows you to leave a lasting legacy and often provides valuable tax savings. A charitable bequest is one of the easiest gifts to make. You can create a bequest in any dollar amount, gift specific property, or designate a percentage of your estate, stocks, IRA, 401K etc. in your will or trust plan.

As the sixth of nine children, **Dr. Kitty Carter-Wicker, MD '92**, says "We were always taught the beauty of sharing, to be faithful in our tithes and offerings, and to NEVER send an empty card. My grandmother's motto was, 'I don't have much but with the little that I have, I will share it with you.' A motto that I adopted and practice on a regular basis with my giving to Morehouse School of Medicine."

**Dr. Warren Hutchings, MD '90**, says: "I want to ensure that African-American students have an equitable chance at realizing their dreams and to educate our future healthcare champions among our underrepresented minority communities."



(from top left clockwise)  
Dr. Warren Hutchings, Dr. Kitty  
Carter-Wicker, Dr. Wayne Riley, Dr. Bess Jones

**Dr. Wayne Riley, MD '93**, hopes his action will encourage other alumni to give, regardless of the amount, and begin to understand the importance of gifting to an HBCU, especially our alma mater. "MSM made it possible for my wife and me to achieve our dreams of becoming physicians," he says. "The medical education, mentoring, encouragement, and support we received changed our lives."

**Dr. Bess Jones, MD '82**, says it is a "privilege to be able to contribute with our time and treasure. MSM gave me the opportunity to realize my dream; and so my husband and I gladly give much as much as we can."

The Morehouse School of Medicine Endowed Scholarship allows you to put your gift to work as an invested fund that generates income used to fund scholarships for years to come. This is an excellent opportunity to establish your legacy of charitable investments, and to maximize the impact of your giving. Alumni can complete this financial commitment in installment payments over three to five years.

Morehouse School of Medicine is always at risk for losing promising applicants to other medical schools that offer free tuition. Yet MSM alums help to address the urgent need for the professionals committed to serving communities that are hard-hit by issues of access, quality, and equity in healthcare.



## MSM ALUMNI INTRODUCES ITS FIRST AFFINITY GROUP: MEN OF MPH



Six Morehouse School of Medicine graduates saw the importance of remaining connected to serve and support other men in public health last year, so they created Men of MPH (Master of Public Health), the first MSM affinity group.

Their goal is to support men of color who are public health professionals, particularly graduates from the Master of Public Health program at MSM.

The Men of MPH work with the Master of Public Health program to provide programming support, student advising, and co-sponsorship of engagement activities for alumni and students.

“There is a need to recruit more men of color in the public health profession,” said Dr. Brenton Powers, Assistant Director, Department of Public Health Education. “We represent a small percentage in this profession. However, there is need to support our brothers during the program, and post-graduation. The Men of MPH serves that purpose by being a community of support to our students and the program.”

Mark Mooney, '16, is the co-leader for the group and said he believed in the mission “to empower current and future public health practitioners through networking, fundraising, and engagement, while nurturing lifelong relationships with one another and the institution.”

The group has helped onboard new students to the program and provided workshop sessions for recent graduates on how to navigate the public health field. Dr. Marcus Dumas, '09, and Dr. Shereitte Stokes, '03, say they helped create the Men of MPH to be around like-minded men from the field and to mentor others new to the field. “It has been a privilege to start something that will have a lasting impact on the institution and carry over into our field.”

The Men of MPH has help raise over \$2,000 in scholarship funds to support the MPH Endowment Fund and partners with the Office of Institutional Advancement on initiatives to encourage MPH alumni to support direct scholarships and endowments specifically for MPH students.



## First-Time Alumni Donor Maintains Giving Tradition

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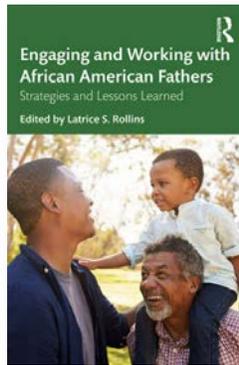
Morehouse School of Medicine alumni have a history of giving back to their alma mater. But this year there was an unprecedented number of alums who gave for the first time. MSM alumni giving typically ranges from 22–28 percent, one of the highest for HBCU giving and among medical schools. In previous years, Morehouse School of Medicine has ranked in the top percentile for alumni participation.

It is because of the generosity of alums who give, regardless of amount, that MSM is able to support student scholarships. One first-time donor was Jendai C. Richards, PhD '15, who graduated from Morehouse School of Medicine with a Doctor of Philosophy degree in Biomedical Sciences and Genetics. She now serves as a microbiologist for the U.S. Virgin Islands Department of Health. Dr. Richards acknowledges her gift was not a major gift in terms of an amount, but understands the overall importance of alumni participation in giving and the significant impact it has. "I have always thought about giving, but life matters distracted me from doing so," she said. "This year, I made the commitment to make my giving a priority."



# BOOKSHELF

## BOOKSHELF

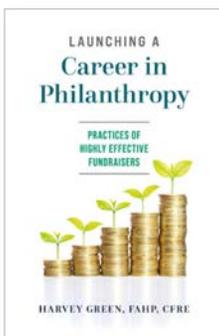


### ***Engaging and Working with African American Fathers: Strategies and Lessons Learned***

Edited by Latrice Rollins, PhD, MSW

Assistant Professor, Community Health and Preventive Medicine Department and Prevention Research Center

For practitioners and students in the fields of social work and public health, *Engaging and Working with African American Fathers* disputes existing policies and practices which have excluded fathers, leading to social and health inequities. The chapters are primarily written by African American women, who draw on years of research, interviews, and practical experience with this demographic. Each section explores current evidence on engagement approaches, descriptions of agencies/programs addressing specific issues fathers face, and case studies documenting typical clients and approaches to addressing their diverse needs. Offering an expansive overview of issues affecting African American fathers, the book explores such important topics as public, child and mental health, education, parenting, employment, and public initiatives, among others.

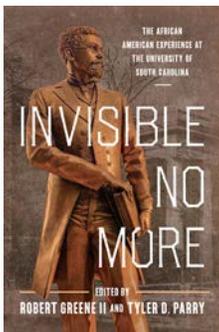


### ***Launching a Career in Philanthropy: Practices of Highly Effective Fundraisers***

By Harvey Green, FAHP, CFRE

Senior Vice President, Office of Institutional Advancement

A guide for new and experienced fundraisers alike, Green's book includes advice gained during a long career in philanthropy. He outlines the history of philanthropic giving, offers perspectives from donors, details how to overcome challenges, and highlights the personal and professional attributes one needs to be a highly effective fundraiser.

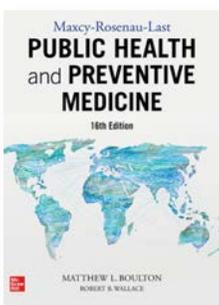


### ***Invisible No More: The African American Experience at the University of South Carolina***

Afterword by Henrie Treadwell, MA, PhD,

Research Professor in the Department of Community Health and Preventive Medicine

The University of South Carolina, founded in 1801, briefly admitted Black students during Reconstruction between 1868 and 1877, becoming the only state-sponsored school in the former Confederacy to do so. In 1963, Dr. Treadwell was one of the three African American students who desegregated the university during a "second desegregation," starting a period of campus activism that continues to the present. *Invisible No More* traces the university's history and the impacts Black students, faculty and staff have made on the school with an unfinished goal of increased inclusion and equity.



### ***Maxcy-Rosenau-Last Public Health & Preventive Medicine, 16th Edition***

Chapter 175: The Epidemiology and Prevention of Self-directed Violence

Coauthored by Alex E. Crosby, MD, MPH

Professor, Medical Epidemiologist, Department of Community Health and Preventive Medicine

The first update of this seminal public health textbook in more than a decade includes new sections on global health, health disparities and vulnerable populations, mental health and substance use, and nutrition and physical activity. Chapter 175, coauthored by Dr. Crosby and Kristin M. Holland, PhD, MPH, deals with fatal and nonfatal forms of self-directed violence, including risk factors, demographic trends, and potential public health approaches.

**IN  
MEMORIAM**





## Nakisha (Green-Harris) Ussery

JANUARY 24, 1973–JUNE 9, 2021

**An integral member of the Morehouse School of Medicine family, Nakisha Ussery played an important role in the development of both the MSM Leadership Academy and the MSM Teaching Academy, and her impact will be felt for years to come.**

A 1995 graduate of Clark Atlanta University with a degree in psychology, Mrs. Ussery devoted her entire career to MSM, where she first began working in February 1997. Initially employed in the Department of Family Medicine as the Clerkship Program Coordinator, she assisted in writing training grants and helped develop the clinical skills program under the leadership of the former Family Medicine chair, Dr. Lonnie Fuller.

Mrs. Ussery went on to work in the National Center for Primary Care, developing community programs aimed at educating both children and adults about health disparities and bringing awareness to those communities of health-related careers.

Friends described her as “a go-getter” who loved transforming events into something beautiful. A faithful member of the Enon Church, she also worked as the Events Coordinator for the nonprofit Christian mentoring organization Full Supply. “If she sees a need, she will be the first to take steps to fill it,” notes the organization’s website of Mrs. Ussery.

Married in April 2020 to Frank Ussery Jr., and mother to Kaitlyn and stepdaughter Cariah, Mrs. Ussery was, at the time of her death, the Director of Education in the Office of Extended Professional Education at MSM, where she worked tirelessly to create a fully automated office.

## Sandra Hamm Gibbs, MD, Class of 1988

NOVEMBER 30, 1959–OCTOBER 25, 2021



*Dr. Gibbs (right)*

**Sandra Lea Hamm Gibbs, a dedicated wife, mother, and physician, died on October 25, 2021, at age 61 after a long battle with pulmonary hypertension. A 1988 graduate of Morehouse School of Medicine, Dr. Gibbs served the communities in Cochran, Georgia, near Macon, as a family physician for three decades.**

Dr. Gibbs excelled throughout her life, including as her high school’s student council president, a founding member of Nu Chapter of Alpha Kappa Alpha Sorority Inc. at Emory University, Chief Family Practice resident

during her training at the Medical Center of Central Georgia, and on the Bleckley County Hospital Authority Board for more than 24 years.

She met Henry Thomas Gibbs, who her family called “the love of her life,” in 1980 while studying at Emory. The couple married in 1988 and had their daughter, Lauren, in 1991. Dr. Gibbs is also survived by four sisters, two brothers, and many nieces, nephews, and cousins.

“Sandra excelled at helping others to reach their full potential,” her family said in an online memorial webpage. “She supported them through the many passions and challenges of their lives. Whether that was supporting her daughter through numerous academic endeavors or helping patients to get better, she made it her life’s work to improve the lives of others.”

Following Dr. Gibbs’s death, contributions raised more than \$2,500 to establish a scholarship in her honor at Morehouse School of Medicine.



## Sam Makhudu Gulube, MD (“David Ndaba”), Class of 1991

1954–JULY 11, 2021

**Dr. Sam Makhudu Gulube, Morehouse School of Medicine MD Class of 1991, died on July 11, 2021, at age 67. His MSM classmates knew Dr. Gulube as “David Ndaba,” an alias he used after being smuggled out of his native South Africa in 1976 to pursue his medical studies in the United States.**

After being involved in a student uprising at what was then University of Natal, a warrant was issued for Dr. Gulube’s arrest, forcing him to leave the country incognito. Prior to and after his time at MSM, Dr. Gulube was an active member of the African National Congress, which worked to dismantle South Africa’s apartheid government.

In 1980, the ANC appointed Dr. Gulube administrative secretary to its mission to the United Nations. The World Health Organization awarded him a scholarship, which allowed Dr. Gulube to attend MSM and complete a general surgery residency at the University of South Florida.

Dr. Gulube went on to serve as chair of the Medical Advisory Board of the Presidency of South Africa, medical director of the South Africa National Blood Service, and CEO of the Universal Service Agency, in addition to other important roles. He was appointed South Africa’s Secretary of Defence in 2011, a position he held until retiring in 2020. Dr. Gulube was instrumental in South Africa’s response to the COVID-19 pandemic and an early leader in telemedicine.

“Dr. Gulube, an unassuming, quiet, humble and highly intelligent person, will be missed for his contributions,” Defence Secretary Nosiviwe Mapisa-Nqakula said after Dr. Gulube’s death. “South Africa has lost a great son and he will be deeply missed by all.”

# FINANCIAL

## OVERVIEW

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# OFFICE OF Finance and Operations

At Morehouse School of Medicine (MSM), the financial results from operations for Fiscal Year (FY) 2021 grew over 65 percent as the organization executed the goals of the vision outlined in the MSM Strategic Plan (Excellence Through Health Equity). In 2021, MSM continued to utilize the state’s investment of \$35M (2016) to invest in innovation in all three mission areas (education, research, and clinical services). Specifically, MSM invested in new partnerships, facilities, and faculty hires, and gave back to our students through scholarships. The \$35 million fund was transitioned to a strategic investment fund in 2021, which will create new paths to innovate and partner in health equity throughout the nation and educate our students in new and innovative ways, not only in Georgia, but in other parts of the United States and the world.

In FY 2021, MSM continued to invest in the West Side of Atlanta. The partnership with Carter and Associates helped bring the opportunity for students to live, study, and relax in a new state-of-the-art apartment complex—Entra West End. In addition, a healthcare facility and health and fitness center opened and had seven months of activity, which benefits the students, faculty, and staff of not only MSM, but the entire Atlanta University Center Consortium (AUCC) community. Morehouse Healthcare’s (MHC) student healthcare organization contracted with all the AUCC schools to provide their student health services in this state-of-the-art facility. As this facility opened, MHC continued to grow as it created one of the largest primary care and specialty care services for the West End community. A partnership with the YMCA of Greater Atlanta led to the opening the first floor as a fitness center for MSM that is operated by the YMCA and will bring all the benefits of a healthy lifestyle to the community. This facility opened in December 2020 and the operations are included in the FY 2021 financial statements.

In FY 2021, the COVID-19 pandemic continued to change the way MSM operated in an educational, research, administrative, and health-care environment. For the second straight year, the school was forced to continue to refine the delivery methodology of the curriculum to all students, the healthcare interactions with patients, and the way research was conducted in laboratories. Operational changes were completed to make the campus safer before students, faculty, staff, and visitors returned. This was not unique to MSM; many educational institutions across the country (and world) quickly re-engineered and put in place new models for delivery of services and financing for the full fiscal year. The federal government provided funding to higher education institutions across the country to provide relief to students, healthcare facilities, and operations. In FY 2021, MSM received student and institutional funding from the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) totaling \$33.4 million. These funds were used to help support COVID-related expenses, student hardships, and lost revenues related to COVID-19. In addition, MSM received \$59.4 million in funds



**John Case, EdD**  
Senior Vice President for Finance and  
Operations and Chief Financial Officer

under the American Rescue Plan Act which have been extremely beneficial to upgrading information technology infrastructure, human capital needs due to the pandemic, and facility requirements (to name a few) that are the results of COVID-19. The total funding of all the awards will continue to be used in FY 2022 in alignment with the purpose of supplementing needs during the challenging education, clinical, and research times on our campus.

Three major highlights of FY 2021 helped MSM invest in its mission while creating new partnerships to expand our student opportunities at other healthcare locations outside of Georgia. First, in December 2020, MSM announced a historic partnership with CommonSpirit Health (CSH), named the More in Common Alliance (MICA). This partnership aims to address the underlying causes of health inequities, including the lack of representation of care providers. The MICA is spearheading a 10-year, \$100 million initiative to expand undergraduate and graduate medical education and train the next generation of culturally competent health clinicians and researchers. The FY 2021 investment in this partnership totaled \$11M and was used as the seed fund to grow the initiative over time.

Second, MSM benefited from a federal program under the CARES Act for the forgiveness of long-term debt borrowed through the HBCU Capital Financing Program under the Department of Education. This forgiveness of debt program, included in the Consolidated Appropriations Act of 2021, benefited MSM by eliminating the debt from two major renovations—the Hugh Gloster renovation project and the buildout of the MSM Community Health and Wellness Center. The total financial relief from this Act was \$34.1 million.

Lastly, the CARES Act funding was used to invest in the faculty, staff, and educational mission in FY 2021. While many organizations were challenged with layoffs, pay cuts, and benefit eliminations, MSM invested in its core asset, its people. Overall, these three highlights contributed to a successful financial and operational year for MSM.

Tuition revenues climbed by \$2.5 million, thanks to increased enrollment and expanded programs.

- MSM continued its **enrollment increase** as the Fall 2020 enrollment totaled 680 students, an increase of **11.7 percent** from Fall 2019.
- MSM **held the tuition constant** (eight straight years in a row) thereby enhancing the efforts to decrease student debt as graduates continue their learning experience after graduation and start helping Georgia communities in primary care and other needed specialties.
- In February 2022, the FY 2021 **annual financial and compliance audit was presented and approved** by the Board of Trustees.
- The annual financial statement and Office of Management and Budget (OMB) Single 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.
- In FY 2021, MSM recorded **operating revenues of \$277.1 million, an increase of \$109.6 million** over FY 2020, a historic increase of 65.5 percent.
- The change in **net assets totaled a positive \$58.7 million.**
- **Tuition revenue increased by \$2.5 million** based on enrollment gains and new programs. In addition, MSM continued its goal to increase scholarships for all programs, investing \$3.8 million.
- **Federal, state, and local grants/contracts increased by \$28.1 million.**
- **Investment earnings increased \$22.9 million** from a FY 2020 level of \$4.4 million.
- The Department of Education **loan forgiveness program totaled \$34.1 million** (elimination of debt).
- **Morehouse Healthcare (MSM's faculty practice plan) had revenues year totaling \$19.0 million** with expenses of \$20.0 million. In the second half of FY 2021, the patient volume at the clinics started to rise to the pre-pandemic levels.
- The balance sheet reflected **continuous improvements in the following critical areas: increased investment portfolio totaling \$32.7 million, decreased long-term borrowing, and an increase in property, plant, and equipment of \$8.4 million.**

## Morehouse School of Medicine, Inc., and Affiliate Consolidated Statements of Financial Position

<i>Year ended June 30,</i>	<b>2021</b>	<b>2020</b>
<b>Assets</b>		
Cash and cash equivalents	\$ 9,283,049	\$ 4,334,662
Accounts receivable, net	\$ 17,621,065	\$ 15,262,394
Pledges receivable, net	\$ 5,000,954	\$ 5,267,998
Loans receivable, net of allowance for doubtful accounts	\$ 196,166	\$ 696,747
Patient accounts receivable, net	\$ 6,872,521	\$ 2,033,238
Other receivables	\$ 652,577	\$ 2,938,085
Investments, at fair value	\$ 157,560,946	\$ 124,887,219
Other assets	\$ 2,854,786	\$ 2,999,870
Right-of-use Assets	\$ 28,975,084	\$ -
Property and equipment, net	\$ 92,292,457	\$ 83,816,271
<b>Total Assets</b>	<b>\$ 321,309,605</b>	<b>\$ 242,236,484</b>
<b>Liabilities and Net Assets</b>		
<b>Liabilities</b>		
Accounts payable	\$ 7,489,821	\$ 5,081,759
Accrued expenses and other liabilities	\$ 15,949,278	\$ 12,303,726
Long-term borrowings under line of credit arrangements	\$ -	\$ 14,835,676
Deferred revenue	\$ 26,386,867	\$ 6,215,981
Operating lease liabilities	\$ 29,730,999	\$ -
Long-term debt payable	\$ 2,590,143	\$ 22,072,207
Government advances for student loans	\$ 303,362	\$ 1,550,271
<b>Total Liabilities</b>	<b>\$ 82,450,470</b>	<b>\$ 62,059,620</b>
<b>Net Assets</b>		
Without donor restrictions	\$ 87,566,473	\$ 47,085,180
With donor restrictions	\$ 151,292,662	\$ 133,091,684
<b>Total Net Assets</b>	<b>\$ 238,859,135</b>	<b>\$ 180,176,864</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 321,309,605</b>	<b>\$ 242,236,484</b>

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

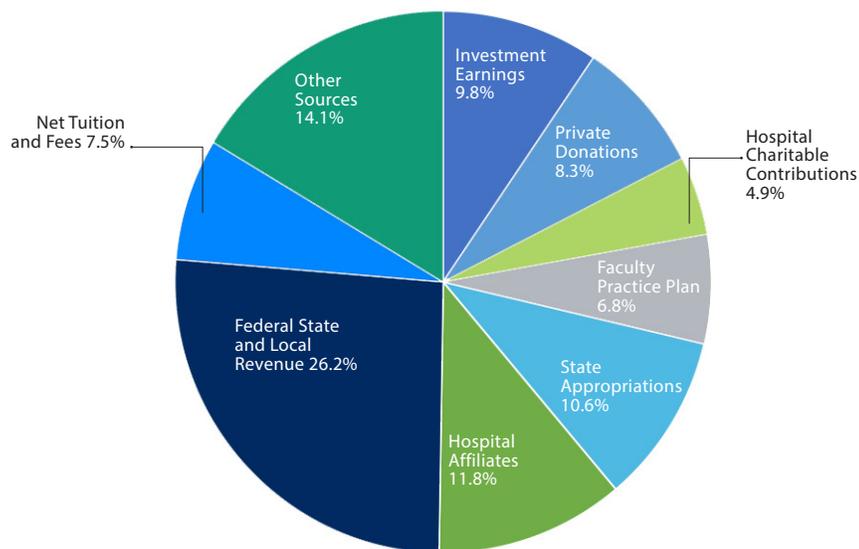
<i>Year ended June 30,</i>	<b>2021</b>		<b>2020</b>	
<b>Revenues and Other Additions</b>				
Tuition and fees	\$	24,692,891	\$	21,789,266
Student aid	\$	(3,782,492)	\$	(3,383,200)
<hr/>				
Tuition and fees, net of student aid	\$	20,910,399	\$	18,406,066
Federal, state, and local government grants and contracts	\$	134,509,368	\$	106,418,111
Private gifts, grants, and contracts	\$	36,354,904	\$	18,673,170
Faculty practice plan	\$	18,978,738	\$	14,622,008
Investment income	\$	27,261,653	\$	4,391,461
Extinguishment of long-term debt payable	\$	34,127,388	\$	-
Other sources	\$	4,948,750	\$	4,956,803
Net assets released from restrictions	\$	-	\$	-
<hr/>				
<b>Total Revenues and Other Additions</b>	<b>\$</b>	<b>277,091,200</b>	<b>\$</b>	<b>167,467,619</b>
<hr/>				
<b>Expenditures</b>				
Education and general:				
Instruction	\$	70,855,796	\$	71,541,510
Research	\$	29,564,843	\$	24,888,313
Public service	\$	16,543,592	\$	5,869,051
Academic support	\$	13,641,874	\$	11,848,946
Student services	\$	17,295,291	\$	6,231,655
Institutional support	\$	39,869,628	\$	30,544,599
Facilities operations and maintenance	\$	10,683,046	\$	4,392,542
Faculty practice plan	\$	19,954,859	\$	19,403,441
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<b>Total Expenditures</b>	<b>\$</b>	<b>218,408,929</b>	<b>\$</b>	<b>174,720,057</b>
<hr/>				
<b>Change in Net Assets</b>	<b>\$</b>	<b>58,682,271</b>	<b>\$</b>	<b>(7,252,438)</b>
<hr/>				
<b>Net Assets, beginning of year</b>	<b>\$</b>	<b>180,176,864</b>	<b>\$</b>	<b>187,429,302</b>
<hr/>				
<b>Net Assets, end of year</b>	<b>\$</b>	<b>238,859,135</b>	<b>\$</b>	<b>180,176,864</b>
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## Morehouse School of Medicine, Inc., and Affiliate Consolidated Statements of Cash Flows

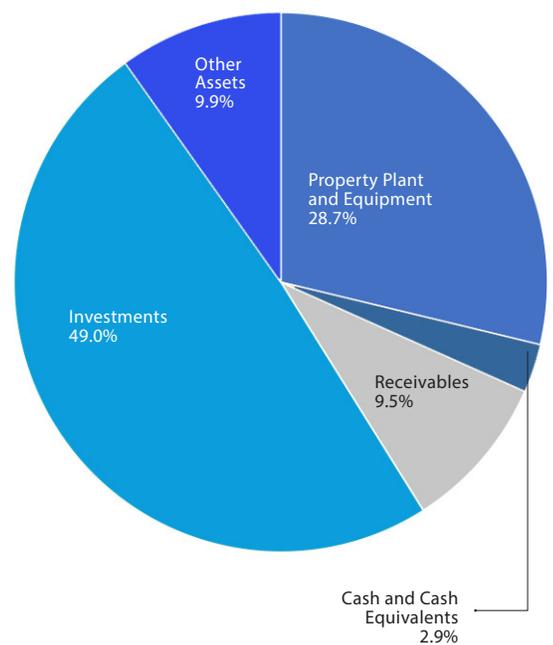
Year ended June 30,	2021	2020
<b>Operating Activities</b>		
Change in net assets	\$ 58,682,271	\$ (7,252,438)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation and amortization	\$ 4,943,433	\$ 4,975,817
Extinguishment of long-term debt payable	\$ (34,127,388)	\$ -
Non-cash lease expense	\$ 1,615,869	\$ -
Amortization of debt issuance cost	\$ 546,004	\$ -
Net realized and unrealized gain on investments	\$ (24,920,914)	\$ (830,306)
Loss on disposal of property and equipment	\$ 179,259	\$ 2,891
Gifts and grants restricted for long-term investment	\$ (981,390)	\$ (277,939)
Change in operating assets and liabilities:		
Accounts receivable, net	\$ (2,358,671)	\$ 4,233,709
Pledges receivable, net	\$ 267,044	\$ (976,499)
Patient accounts receivable, net	\$ (4,839,283)	\$ (383,430)
Other receivables	\$ 2,285,508	\$ (2,317,379)
Other assets	\$ 145,084	\$ (1,912,533)
Accounts payable	\$ 2,408,062	\$ (1,808,026)
Accrued expenses and other liabilities	\$ 3,645,552	\$ 3,078,384
Deferred Revenue	\$ 20,170,886	\$ 376,132
Operating lease liabilities	\$ (859,954)	\$ -
<b>Net cash used in operating activities</b>	<b>\$ 26,801,372</b>	<b>\$ (3,091,617)</b>
<b>Investing Activities</b>		
Net change in loans receivable	\$ 500,581	\$ 15,966
Purchases of investments	\$ (63,749,204)	\$ (26,795,234)
Proceeds from sale of investments	\$ 55,996,391	\$ 35,647,346
Purchases of property and equipment	\$ (13,598,878)	\$ (5,849,136)
Returns of government advances and student loans	\$ (1,246,909)	\$ -
<b>Net cash provided by (used in) investing activities</b>	<b>\$ (22,098,019)</b>	<b>\$ 3,018,942</b>
<b>Financing Activities</b>		
Net payments on borrowings under lines of credit arrangements	\$ (14,835,676)	\$ (1,120,466)
Repayment of long-term debt payable	\$ (906,016)	\$ (1,660,372)
Proceeds from long-term debt payable, net of debt issuance costs	\$ 15,005,336	\$ 2,784,846
Repayment of capital leases	\$ -	\$ (125,855)
Gifts and grants restricted for long-term investment	\$ 981,390	\$ 277,939

Net cash provided by financing activities	\$	245,034	\$	156,062
<b>Net Increase in Cash and Cash Equivalents</b>	<b>\$</b>	<b>4,948,387</b>	<b>\$</b>	<b>83,387</b>
<b>Cash and Cash Equivalents, beginning of year</b>	<b>\$</b>	<b>4,334,662</b>	<b>\$</b>	<b>4,251,275</b>
<b>Cash and Cash Equivalents, end of year</b>	<b>\$</b>	<b>9,283,049</b>	<b>\$</b>	<b>4,334,662</b>
<b>Supplemental Disclosure of Cash Flow Information:</b>				
Cash Paid for interest	\$	827,535	\$	582,161
Right-of-use assets obtained in exchange for lease liabilities	\$	30,590,953	\$	-

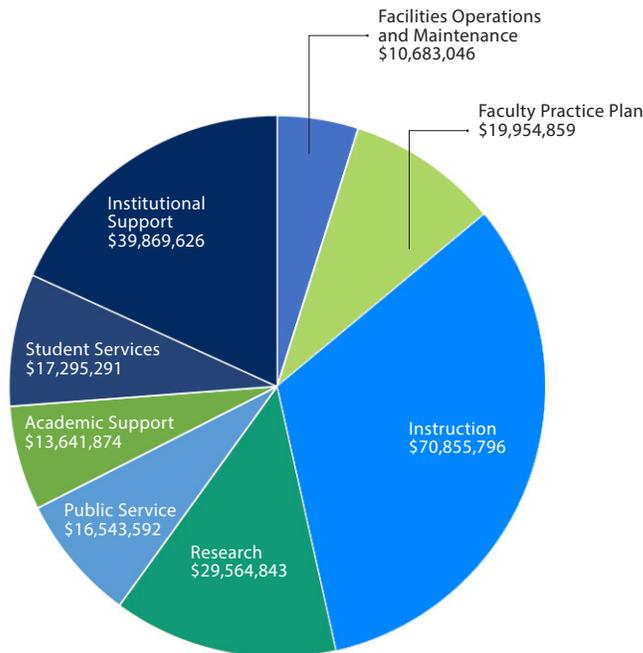
## FY 2021 REVENUES



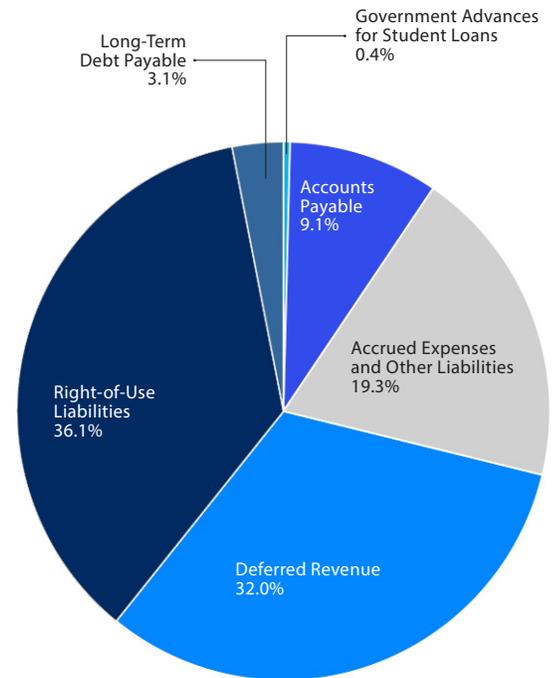
## FY 2021 ASSETS



## FY 2021 EXPENSES



## FY 2021 LIABILITIES



Overall, FY 2021 was a successful year for MSM. The organization was on target for the budget and continued to expand its mission areas by creating various partnerships in Atlanta and with CommonSpirit Health. The future financial success of MSM relies on the organization continuing to meet its Strategic Plan vision, goals, and objectives. Investments from donors and local governments will continue to build on the strengths of MSM in delivering excellent education, research, healthcare, and community partnerships. The MSM Community Health and Wellness Center will complement the other health care facilities of the MSM faculty practice plan and will drive financial

success to the organization. The investment in Atlanta's West Side will continue as more than four acres of land are still available for expansion to benefit all its missions. The pandemic has been challenging for all organizations, and the dedication and commitment of the MSM faculty, staff, and students helped the organization manage its financial resources and build reserves for future investments and expansions. As the financial stability of MSM continues to remain strong, our continued commitment to operational excellence will help MSM strive for sound financial policy and practices to produce results that will benefit the entire MSM community.



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