



ADVANCING A HEALTHIER  
WISCONSIN ENDOWMENT

COLLABORATE INVEST

CHANGE



# Annual Report

For the period ending June 30, 2014

*Cover photo, left to right:* John Meurer, MD, MBA, professor and director, MCW Institute for Health and Society; Eric Kuehn, summer student; Tourette Jackson, MPH, DrPH, instructor and primary care research fellow; Renee Hill, MPH, program manager, MCW Institute for Health and Society (Epidemiology); Dina Garcia, MPH, doctoral candidate in public and community health.

In addition to involvement with the active Research and Education Program project Population Health Improvement for Patients and Employees with Diabetes, Dr. Meurer has been actively involved with Advancing a Healthier Wisconsin Endowment-funded work, including efforts to enhance the Masters of Public Health degree program and reduce pediatric hospitalizations due to asthma.

Dr. Young's work on AHW Endowment-funded initiatives has included projects focused on creating healthier corner stores and providing free or low-cost medication to underserved patients.

Renee Hill has had an active role in the AHW Endowment-supported MPH and PhD in Public and Community Health programs at MCW.

Dina Garcia is a student in MCW's PhD in Public and Community Health program. Her dissertation work is funded by the Ruth L Kirschstein F31 Fellowship from the NIH-NIDCR and explores the social, cultural and environmental determinants of oral health and dental care utilization among Mexicans/Mexican-Americans that have been diagnosed with diabetes and reside in the United States.

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## A LETTER FROM THE MCW CONSORTIUM

The year from July 1, 2013 to June 30, 2014, which this report covers, was a very important period of time for the Advancing a Healthier Wisconsin (AHW) endowment. On May 8, 2014, the endowment marked a significant milestone as we celebrated its tenth anniversary with many of our community partners and the Medical College of Wisconsin (MCW) faculty and staff members who contributed over the years to our vision of better health for the residents of Wisconsin. Also during this time, the AHW endowment's momentous third Five-Year Plan, *Moving from Grantmaker to Changemaker*, was approved.

The AHW endowment celebrated its tenth anniversary with more than 250 of our colleagues in public and community health, research and education. The attendees participated in presentations from more than 50 presenter groups representing the hundreds of community-academic partnerships and scientific and educational collaborations that have been generated over the years with support from the AHW endowment.

Roberta B. Ness, MD, MPH, a national expert in advancing innovation, delivered the conference's keynote address and called for revolutionary innovation that can lead to dramatic changes in knowledge and practice. Dr. Ness encouraged public and private funders to work together to encourage this kind of innovation to generate new solutions to our health challenges.

In October 2013, the MCW Consortium on Public and Community Health (MCW Consortium) and the MCW Board of Trustees approved the 2014-2018 AHW Five-Year Plan entitled, *Moving from Grantmaker to Changemaker*.

The 2014-2018 AHW Five-Year Plan builds from the knowledge and experience we have gathered over the past ten years of accomplishments while recognizing the need to embrace the challenge of how we can have a greater impact for the future and adopt new strategies to reach AHW's potential as a changemaker. The AHW Five-Year Plan was developed with input from our stakeholders across Wisconsin and leaders of other conversion foundations across the United States.

The AHW Five-Year Plan consists of several funding strategies that target investments in the following areas: strategic initiatives that include large, long-term initiatives to improve health; responsive initiatives that invest in community-identified health improvement needs and translational research collaborations; capacity building initiatives that strengthen communities and foster innovative leadership; and, cross-cutting initiatives that bring together the strengths of community partnerships, research, and education to address Wisconsin's leading causes of death and disability. Through the new framework, we will place a greater emphasis on measurable outcomes, capacity building, leadership and dissemination.

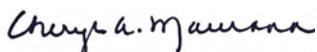
In January 2014, the MCW Consortium began implementation of the AHW Five-Year Plan. In our future Annual Reports, we look forward to reporting on the outcomes of our new funding priorities as well as the accomplishments of our existing funded initiatives.

The MCW Consortium is grateful for the input that has helped guide the development of the AHW Five-Year Plan. Through the 2014-2018 AHW Five-Year Plan, the AHW endowment is positioned to be truly transformative in advancing use of 100 percent of the spendable funds for improved health.

Our partners can find more information on the third Five-Year Plan for the years 2014-2018 later in this report. What is important to note here is that we did not use the term 'momentous' in the first paragraph lightly. As we conducted our strategic planning, we sought to improve upon the way we fund and partner. We embraced a number of new roles as a changemaker for health improvement. As an investor, we will provide strategic support aligned with our mission and vision. As a broker, we will work to enhance the sustainability of our partners' efforts. As a connector, we will link people with diverse skill sets together. As a learner, we will discover best practices along with our partners and support dissemination. As an influencer, we will apply what we learn and show the value of innovative approaches to health improvement.

As we continue to implement our third AHW Five-Year Plan, we will explore new strategies and opportunities which reflect our expansion of focus from funding and administering awards to also being a catalyst for positive change.

And we look forward to continue working with you on those ideas to realize our shared vision of a healthier Wisconsin.



Cheryl A. Maurana, PhD  
Professor and Director of the Advancing a Healthier Wisconsin Endowment  
Vice President for Academic Outreach



Paula Lucey, RN  
Chair of the MCW Consortium on Public and Community Health

# EXECUTIVE SUMMARY

## HEALTHIER WISCONSIN PARTNERSHIP PROGRAM

During the reporting period, eleven awards concluded. More than 50 community agencies partnered with MCW faculty and staff members. To disseminate their results, the partnerships gave more than 90 presentations at community events and academic conferences focused on public and community health.

Also during the reporting period, nine projects received \$2.3 million through the Healthier Wisconsin Partnership Program's 9th Funding Cycle. This includes eight Development Awards and one Impact Award focused on topics ranging from lead exposure prevention in active urban farming communities to maternal health improvement through innovative group prenatal care sessions.

## RESEARCH AND EDUCATION PROGRAM

During the reporting period, six awards concluded which generated 31 new collaborations, 76 presentations, 24 scholarly journal articles and more than \$3 million in external funds leveraged.

In addition, the Research and Education Program funded four new projects at a total of \$6.3 million. The projects focus on healthcare delivery education, translational research on cardiovascular disease, functional pain and autonomic pain disorders and clinical effectiveness research.



Five-Year Plan Dev

The MCW Consortium approves process to develop 2014-2018 AHW Five-Year Plan.

Completed assessment of second AHW Five-Year Plan structure and outcomes for review and discussion.

April 2012 to September 2012

Gathered public and MCW input from 250+ people using surveys, focus groups and other methods.

Interviewed leaders from foundations across the nation.

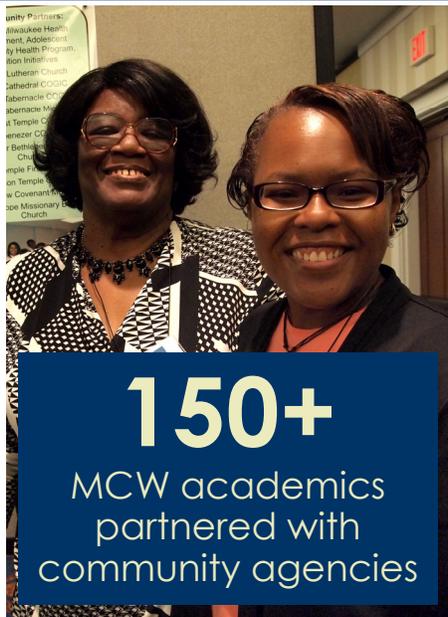
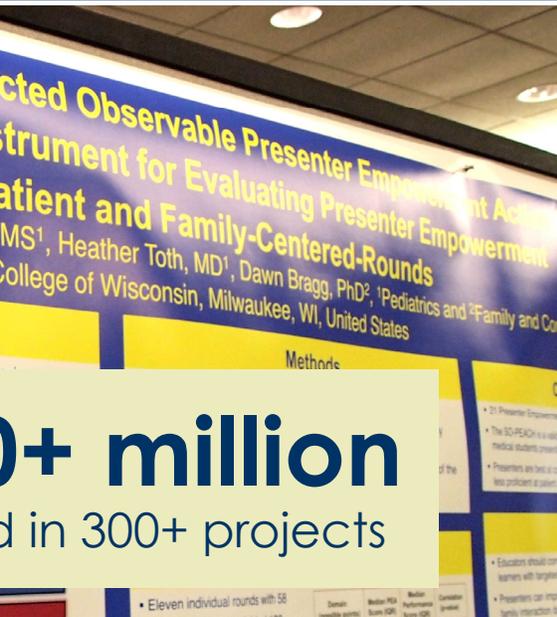
October 2012 to February 2013

Drafted key components reflecting input and Consortium discussion.

Determined funding allocation and approved mission, vision and draft framework components.

March 2013 to June 2013

# ENDOWMENT: TENTH ANNIVERSARY AT A GLANCE



## THIRD FIVE-YEAR PLAN: INPUT AND APPROVAL

The MCW Consortium launched the planning process for the 2014-2018 AHW Five-Year Plan in April 2012 during its Rural Health Conference in Wausau, Wisconsin.

Throughout the planning process, and in accordance with the Insurance Commissioner's Order, the Medical College of Wisconsin (MCW) used diverse methods of soliciting input to invite broad-based feedback to assist the MCW Consortium in developing the overall plan.

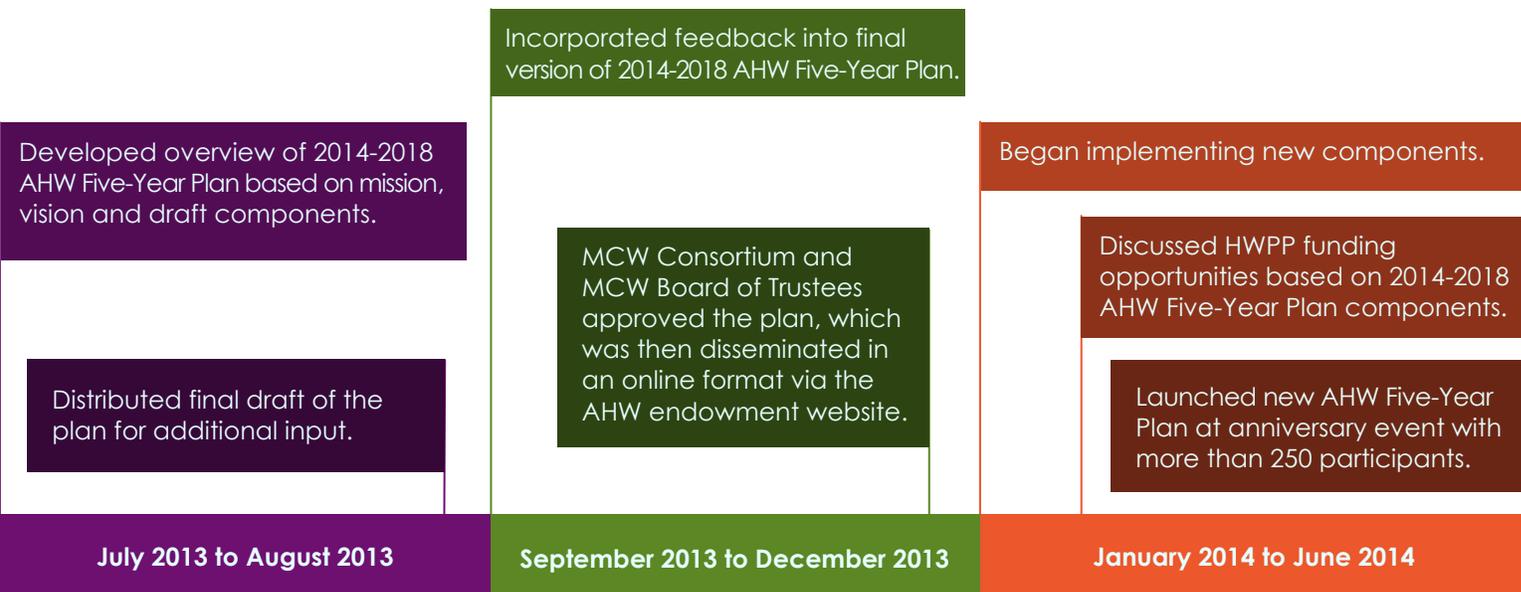
A total of 263 responses were gathered to inform the AHW Five-Year Plan's development, including public and MCW stakeholders. Public input came from community organizations, academic institutions, health systems, government and civic groups, and health foundations throughout the nation.

On October 3, 2013, in accordance with the Insurance Commissioner's Order, the MCW Consortium approved the HWPP component of the AHW Five-Year Plan and made advisory recommendations regarding the research and education sections to the MCW Board of Trustees.

The MCW Board of Trustees approved the plan on October 25, 2013.



### Development Timeline

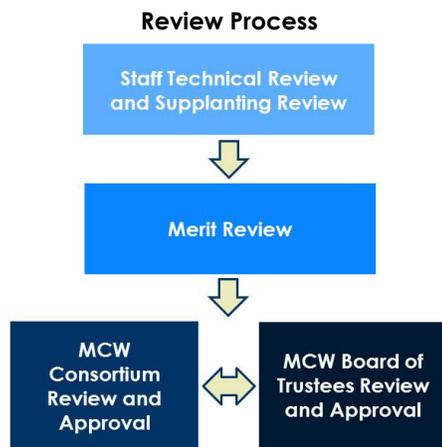


## HEALTHIER WISCONSIN PARTNERSHIP PROGRAM

Through the Healthier Wisconsin Partnership Program, the AHW endowment invests in community-MCW academic partnerships to improve health. The Healthier Wisconsin Partnership Program's awards provide a competitive, unique and transformative opportunity for community organizations and MCW academicians to work in partnership to share expertise and address Wisconsin's greatest health needs.

The Healthier Wisconsin Partnership Program has awarded more than \$46 million over nine funding cycles to more than 150 community-MCW academic partnerships, including over \$9 million to a special initiative focused on violence prevention.

During this reporting period, the Healthier Wisconsin Partnership Program awarded \$2.3 million to nine awards through its 9th Funding Cycle.



The review process for Healthier Wisconsin Partnership Program funding is a highly competitive process that includes a detailed, multi-level, qualitative and quantitative assessment. Funded projects rank high in both qualitative and quantitative measures and reflect the AHW endowment's Principles of Collaboration, Transformation and Stewardship.

Eligible submissions are reviewed by MCW Consortium members and external content experts to assess alignment of proposals with the AHW endowment's Principles, the Community-Academic Partnership Model and criteria outlined in each specific funding opportunity.

## NEW FUNDED PROJECTS

### A Collaborative Response to Reduce Binge Drinking in Rural Wisconsin Communities

\$200,000 ♦ 1/1/2014 –12/31/2015

The goal of this development project is to design, implement, and evaluate an innovative program to reduce the prevalence of binge drinking in rural Wisconsin.

- Gundersen Boscobel Area Health Care
- Memorial Medical Center
- Moundview Memorial Hospital and Clinics
- Rural Wisconsin Health Cooperative
- Stoughton Hospital
- MCW Department of Family and Community Medicine

### Community Information System: Linking Data to Improve Health

\$199,921 ♦ 1/1/2014 –12/31/2015

Build a multidisciplinary datasharing system to fill service gaps and identify effective practices. CIS will improve decision support for policymakers, effective interagency coordination and service triage, and support a community-level logic model.

- Achieve Brown County
- Aurora BayCare Medical Center
- Bellin Health
- Brown County Human Services
- Brown County United Way
- Family & Childcare Resources of N.E.W.
- Family Services of Northeast Wisconsin
- Greater Green Bay Community Foundation
- Green Bay Area Public School District
- Hospital Sisters Health System
- Howe Community Resource Center
- Live 54218
- Nicolet National Bank
- University of Wisconsin - Green Bay
- MCW Institute for Health and Society

### Healthier Obstetrical Outcomes through Enrichment Activities and Community Engagement

\$200,000 ♦ 1/1/2014 –12/31/2015

The project will supplement traditional prenatal care with group prenatal care enrichment activities through community partner engagement to improve birth outcomes in a high-risk population in urban Milwaukee.

- Wheaton Franciscan Healthcare

## VIOLENCE PREVENTION INITIATIVE

The Violence Prevention Initiative (VPI) is a special initiative of the MCW Consortium on Public and Community Health. The VPI uses a public health, asset-based model that focuses on community strengths and emphasizes preventing violence before it occurs.

The VPI supports four community teams, comprised of 29 diverse community-based organizations, which partner with members of MCW's faculty and staff to implement violence prevention programs throughout Milwaukee.

- Wheaton Franciscan – All Saints Family Care Center
- Wheaton Franciscan - St. Joseph Foundation
- Zeta Phi Beta Sorority Inc. Kappa Beta Zeta Chapter
- MCW Department of Family and Community Medicine

### Improving Home Visitor Response to Post Partum Depression

\$147,951 ♦ 1/1/2014 –12/31/2015

The goal is to complete a planning process and pilot study to inform a larger scale effort to support home visitors with evidence based best practice development for serving and supporting mothers with positive maternal depression screens and symptoms.

- Children's Hospital of Wisconsin - Child Abuse Prevention Fund
- Children's Hospital of Wisconsin – National Outcomes Center
- Family Resource Center of St. Croix Valley
- University of Wisconsin - Milwaukee, College of Nursing
- MCW Department of Psychiatry and Behavioral Medicine

### Networked for Action: Eau Claire County Health Data Web Portal for Community Change

\$200,000 ♦ 1/1/2014 – 12/31/2015

Networked for Action will test an innovative method to move community health assessment to real

In preliminary evaluation, these programs for youth (ages 12-24) parents and families are associated with positive trends in decreasing risk and promoting protective factors. These positive changes include improvements in social self-confidence, conflict resolution and problem-solving.

Participants also report an increased intention to avoid violence, and observers have noted a reduction in aggressive behaviors. Parents have expressed the positive impact that these programs have had on their families and communities.



individual, community, and system interventions that impact population health status in order to better understand how technology can support action.

- Eau Claire City-County Health Department
- Marshfield Clinic - Eau Claire Center
- Mayo Clinic Health System
- Sacred Heart Hospital
- United Way of the Greater Chippewa Valley
- MCW Institute for Health and Society
- MCW Department of Family and Community Medicine

### Proactive Outreach for the Health of Sexually Exploited Youth

\$158,276 ◊ 1/1/2014 –12/31/2015

The goal of this project is to improve the identification and treatment of youth involved in human trafficking by developing policies and procedures to improve and provide comprehensive health and mental health care throughout Milwaukee.

- Milwaukee County District Attorney's Office
- Rethink Resources
- Wraparound Milwaukee - Children's Mental Health Services
- MCW Department of Pediatrics

### Scaling up Milwaukee Urban Agriculture and Nutrition Through a Community/ Science Institute

\$199,993 ◊ 1/1/2014 –12/31/2015

The team's goal is to impact the health of Milwaukee urban families via its complex food system, in a comprehensive field-to-foodhub-to-fork approach that increases the production and processing of, and desire for healthier, culturally appropriate foods.

- CORE/EI Centro
- Growing Power, Inc.
- Institute for Urban Agriculture & Nutrition (IUAN)
- Sixteenth Street Community Health Center
- University of Wisconsin Cooperative Extension - Milwaukee County
- University of Wisconsin - Milwaukee Research Foundation
- Victory Garden Initiative
- MCW Department of Family and Community Medicine

### Teleophthalmology to Improve Eye Health Among Latinos (TIEHL): UCC-MCW-Marquette Collaboration

\$200,000 ◊ 1/1/2014 – 12/31/2015

To preserve vision in a high-risk population by implementing teleophthalmology to increase retinopathy screening and facilitate improved eye care, test its use as an innovative tool for education on diabetes, and develop training of work force.

- Columbia College of Nursing
- Marquette University
- United Community Center
- MCW Department of Family and Community Medicine
- MCW Department of Medicine
- MCW Department of Ophthalmology

### Growing Healthy Soil for Healthy Communities

\$749,999 ◊ 1/1/2014 – 12/31/2018

The overall goal is to build community and public health capacity in two Milwaukee neighborhoods, which are each using urban agriculture programming as a transformational and empowerment tool, to mitigate exposure to lead through primary prevention.

- City of Milwaukee Health Department
- Milwaukee County Extension
- Sixteenth Street Community Health Center
- University of Wisconsin-Madison
- Walnut Way Conservation Corp.
- MCW Department of Pediatrics

### COMPLETED PROJECTS

The projects that concluded during the reporting period of July 2013 through June 2014 are listed below.

#### DEVELOPMENT AWARDS (11)

- Around the Corner to Better Health
- Community MedShare Prescription Assistance Project
- Developing a Novel Intervention to Improve Health Literacy among Wisconsin Latinos
- Fighting Cancer in Wisconsin's American Indian Communities
- Los Cuidadores Unidos: United Latino Caregivers
- More Than a Pretty Place: Activating Urban Parks to Improve Community Health and Wellness
- Reducing Racial Disparities Through Improved Hypertension Control in African Americans
- School Community Partnership for Mental Health
- Training Lay Trainers: A Strategy To Disseminate Care Coordination
- Use of a Lay Health Advisor Model to bring Sexual and Reproductive Justice to Latinos in Milwaukee
- Utilizing Peer Teen Advocates to Increase HPV Vaccination Rates Among Adolescents

# CARING FOR THE CAREGIVER

*There is more than one patient in cases of Alzheimer's disease and dementia*

The Los Cuidadores Latinos Unidos (or in English, United Latino Caregivers) project has its roots in the United Community Center's Latino Geriatric Center, which opened in 2007 to serve individuals with physical difficulties, Alzheimer's disease and other forms of dementia.

The current project team includes Al Castro, MS, BSW, Program Director at the United Community Center (UCC), Militza Bonet-Vazquez, MPH, UCC Research Program Coordinator, Zeno Franco, PhD, Assistant Professor of Family and Community Medicine at the Medical College of Wisconsin (MCW), and Melissa DeNomie, MS, MCW Program Coordinator.

The project was initiated by Alan Wells, PhD, MPH, now at Florida International University's Herbert Wertheim College of Medicine, who held a brainstorming session on the topic of Latino health disparities with UCC partners. During the session, they developed a new project focusing on Latinos who provide care for elderly relatives who have Alzheimer's disease or related dementias.

"We do a lot for the elderly with dementia," Castro said, "but we haven't had the resources to do more for family caregivers. And we were seeing stress levels rise as the dementia became more severe."

The Latino caregivers at the heart of this project were not being targeted by other programs. Instead, the caregivers tried daily to support their loved ones with dementia. Many had insufficient help from other relatives or community resources. Some lifted the heavy load alone.

"Instead of relieving stress through social events, outside interests or time away from work, many Latino caregivers literally have to, or feel the need to, provide around the clock care for their loved one," Dr. Franco said.

"Whether due to factors like cultural beliefs, language barriers or family dynamics, this level of caregiving has broad implications for the caregivers' social, physical, psychological and spiritual well-being," DeNomie added.



Project contributors L to R: Militza Bonet-Vazquez, MPH; Melissa DeNomie, MS; Zeno Franco, PhD; Marcia Villa; and Al Castro, MS, BSW. Not pictured: Alan Wells, PhD, MPH, and Cesar Mejia.

"We need to recognize that Alzheimer's disease and other dementias have more than one patient," Castro noted, "as the effects of the disease take its toll on the sufferer and his or her family caregivers."

The United Latino Caregivers project received funding from the Advancing a Healthier Wisconsin endowment's Healthier Wisconsin Partnership Program in 2012 to develop and pilot a new approach. The team provided better support for caregivers through a program delivered in the home and through a series of workshops, adapting an evidence-based mental health intervention for Latinos.

"The Behavior Activation model," DeNomie said, "aimed to help caregivers develop and practice healthy and sustainable self-care habits to better weather the terrible effects of dementia." Project members conducted eight workshops in which participants learned from each other, from experts on aging, and discussed the caregiving experience in groups which were composed of other Latinos in similar situations and conducted in Spanish.

"The topics," Castro said, "were based on feedback from participants, like stress management, understanding the disease, and how to handle certain behaviors."

These sessions, as well as the home visits, provided an important avenue for talking about subjects, like

dementia, that are sensitive in the Latino community. One participating family, upon signing up, left Castro a note that read: *We are so glad someone cares!*

The United Latino Caregivers project also cares about developing an evidence-based program that can be used elsewhere to benefit the Latino community beyond Milwaukee.

"Every caregiver received six months of intervention with progress tracked in intervals," Castro said.

"Then it was up to the research team to analyze how quality of life changed," Dr. Franco added. "In the pilot population, the caregivers' self-reported depression scores were significantly decreased. The caregivers also reported increased levels of social connectedness."

The team discussed its findings regularly with peers, including at both the Wisconsin Alzheimer's Association conference and the University of Wisconsin-Parkside's Aging Well conference in May of 2014.

"The Medical College of Wisconsin team has talked about the research implications, while my main focus has been the lessons we've learned about how to adapt programs like ours for Latino caregivers and their families," Castro said.

"By sharing our experience, we hope other organizations across the state can take this idea and adapt it to their ethnic communities to provide care for the many caregivers who need it."

# RESEARCH AND EDUCATION PROGRAM

Through the Research and Education Program, the AHW endowment provides support for new scientific discovery and innovative education programs in biomedical science and public health.

Since 2004, the AHW endowment has awarded more than \$122 million to 161 research and education projects addressing leading causes of death and disability in Wisconsin.



The Research and Education Program uses a multi-stage application process including submissions of a letter of intent and full proposal. The review process begins with the Research and Education Advisory Committee's (REAC) review of letter of intent applications for merit and alignment with the AHW Five-Year Plan.

The second stage includes submission of a full proposal to the Research and Education Program Office with a detailed project narrative, budget, budget narrative and implementation plan. These proposals are screened by staff members to determine that all eligibility, content and submission requirements are fulfilled. Proposals are also reviewed for supplanting through the MCW Controller's Office.

The REAC reviews and provides funding recommendations on all proposals before they advance to the MCW Consortium for review and comment. The MCW Board of Trustees makes the final funding determinations.

## NEW FUNDED PROJECTS

### Cardiovascular

#### The Cardiovascular Roadmap: Bridging our Foundations to "Signature Programs"

Through the development of three new "Signature Programs," the project partners will promote translational research and community engagement related to cardiovascular disease.

**Ivor Benjamin, MD**, Cardiovascular Center  
**Award:** \$4,000,000 over five years



Ivor Benjamin, MD, guides new "Signature Programs" in cardiovascular translational research and community engagement.

### Education

#### Educating Students in Health Delivery and Health Systems

This award will fund the development of a new educational Pathway at MCW to prepare students to be leaders in the fields of health delivery systems and health policy.

**William J. Hueston, MD**, Family and Community Medicine  
**Award:** \$45,556 over one year

### Population Health

#### Clinical Effectiveness Research: Improving the Value of Health Care

The addition of an associate director for the Center for Clinical Effectiveness Research will help the Center expand collaboration and build a mentoring community to nurture faculty and trainees.

**Julie A. Panepinto, MD, MSPH, FAAP**  
 Center for Clinical Effectiveness Research  
**Award:** \$300,000 over two years

### Neurology

#### Functional Pain and Autonomic Disorders Program

This award supports development of a comprehensive center for clinical excellence, research, teaching, and community outreach focused on treating Functional Pain and Autonomic Disorders.

**Thomas Chelimsky, MD**, Neurology  
**Award:** \$1,943,400 over five years

## COMPLETED PROJECTS

Six REP awards concluded during the reporting period of July 2013 through June 2014 and are listed below. For more information on the completed awards, please see [www.mcw.edu/Advancing-Healthier-WI-Endowment/Funded-Projects/REP-Funded-Projects.htm](http://www.mcw.edu/Advancing-Healthier-WI-Endowment/Funded-Projects/REP-Funded-Projects.htm).

### RESEARCH AWARDS (5)

- Program in Regenerative Medicine: Duncan Lab Expansion
- Program in Regenerative Medicine: New Faculty Recruitment
- Empirical Ethics Group
- Identifying Novel Synaptic Targets
- Support for New Faculty in the Center for Infectious Disease Research

### EDUCATION AWARD (1)

- PhD Program in Public and Community Health

## RESEARCH CENTER FOCUSES ON KEEPING INFECTIONS FROM “GOING VIRAL”

*The growth of the Center for Infectious Disease Research helps MCW scientists study parasites, viruses and bacteria to better prevent the spread of infectious disease*

The recent Ebola virus disease epidemic in West Africa and the fact that many more people die each year as a result of more common viral infections emphasize that the threat of infectious disease is as relevant now as it was when MCW founded its Center for Infectious Disease Research\*. MCW established the Center in 2002 with Dara W. Frank, PhD, professor of microbiology and molecular genetics, as its founding director.

As the Center was forming, the National Institutes of Health's (NIH) National Institute of Allergy and Infectious Diseases (NIAID) launched a national research response to biological terrorism after anthrax, a bacterial agent of animal and human infectious disease, was discovered in parcels within the United States mail system.

“The Center for Infectious Disease Research contributed to this national effort to better defend and prepare against biological threats,” Dr. Frank said.

“We felt it was also important to study those infectious diseases that regularly impact human health here in Wisconsin and throughout the United States.”

Wisconsin's northern and western regions are treasured by residents looking for outdoor recreation and time in nature, but they are also the regions in the state with the highest incidence of Lyme disease and other tick-borne infections, according to the Wisconsin Department of Health Services.



Richard Robinson (L), PhD, assistant professor of microbiology and molecular genetics, joined MCW and the Center for Infectious Disease Research in 2011. Alexis Furaha Rwatambuga (R) worked in Dr. Robinson's lab through MCW's Summer Program for Undergraduate Research.

Between 1980 and 2010, the Wisconsin Department of Health Services received reports of more than 23,000 cases of Lyme disease, an infection caused by the transfer of the bacterium *Borrelia burgdorferi* from tick to human. The bacteria are able to cause persistent infection even in humans and animals with functioning immune systems. Lyme Disease can lead to serious complications if left untreated, including meningitis and arthritis. Recent analyses by the CDC indicate that the number of cases in the US may actually be as much as 10 times higher than the number reported.

While tuberculosis is rarely thought of as a disease that impacts the United States, the Milwaukee Journal Sentinel reported that there were 71 cases in Wisconsin in 2012. Tuberculosis prevalence has increased with the growing population of individuals whose immune systems are not functioning optimally, but still poses a threat to fully healthy individuals as well. Understanding how the bacteria are able to infect people with intact immune systems is therefore critical to prevention of new cases. Of increasing concern to researchers and clinicians is the appearance of a few cases over the last decade in which individuals were infected with strains of the bacteria that are resistant to multiple antibiotics.

Antibiotic resistance is not unique to the bacteria that cause tuberculosis. Many bacteria now are resistant to multiple antibiotics, which poses a significant threat to human and animal health. This is especially problematic in hospital settings, where bacteria that resist antibiotic therapy cause hospital-acquired infections. Understanding how bacteria develop resistance to antibiotics is therefore of critical importance to improving human health.

To further advance research on Lyme disease, tuberculosis and other infectious diseases, the Center for Infectious Disease Research received funding from the Advancing a Healthier Wisconsin endowment to strengthen research expertise in these and other important infectious disease areas. As a result, four talented, collaborative scientists joined MCW and are contributing to the advances made by the CIDR.

Christopher J. Kristich, PhD, associate professor of microbiology and molecular genetics, joined MCW in 2007 to contribute to the Center's growth. Dr. Kristich's research focuses on a bacterium, *Enterococcus faecalis*, which normally inhabits the human intestine without causing health problems.



Dara W. Frank, PhD, professor of microbiology and molecular genetics, is the founding director of the Center for Infectious Disease Research at MCW.

leptospirosis. Dr. Coburn will also provide leadership for the expanded Center for Infectious Disease Research as its director, succeeding Dr. Frank in the summer of 2014.

Richard Robinson, PhD, assistant professor of microbiology and molecular genetics, joined MCW in 2011.

“My lab explores how the immune system responds to a tuberculosis infection,” Dr. Robinson said, “with the goal of discovering methods to help immune cells fight off the infection.”

By finding new ways to enhance the immune system, Dr. Robinson’s studies may lead to improved treatments for tuberculosis, especially in cases where the infection resists multiple antibiotics.

These investigators, along with their collaborators at the Center for Infectious Disease Research, have made tremendous strides in advancing knowledge of infectious diseases. In recognition of the forward-thinking research being conducted in the Center, Dr. Kristich received a New Innovator Award from the Director of the NIH. All four investigators supported by AHW endowment funding have garnered significant external funding, including NIH/NIAID support, to further progress infectious disease research at MCW.

“Through growth and collaboration,” Dr. Coburn said, “we at the Center for Infectious Disease Research continue the traditions established by Dr. Frank and maintain our focus on seeking better ways to treat and prevent infectious disease.”

Moving forward, the Center will continue to improve both the safety and the health of Wisconsin through enhanced protection from the parasites, viruses and bacteria that challenge human health with their ability to “Go Viral.”

*\*The Center was founded as the Center for Biopreparedness and Infectious Disease. The Center’s name changed in 2010 to reflect broadening appreciation for the importance of infectious diseases that are caused by organisms that would be difficult to weaponize.*

“The trouble with this bacterium is that it is usually benign and harmless, but can become hostile and extremely dangerous,” Dr. Kristich said. “And when it does, it also often resists antibiotics.”

By better understanding the bacterium’s transformation, the Kristich lab aims to develop new strategies for preventing or treating these infections.

William T. Jackson, PhD, assistant professor of microbiology and molecular genetics, also joined MCW in 2007 as part of the expansion effort. Dr. Jackson’s research interest is the genetic

diversity of viruses and how viruses interact with their hosts.

“Understanding the relationship between a virus and its host cell can yield surprising insights,” Dr. Jackson said. “Our recent work points the way to creating new vaccines that are safer than current vaccines and just as effective.”

Jenifer Coburn, PhD, professor of medicine (infectious disease) and microbiology and molecular genetics, joined MCW in 2008, soon after Drs. Kristich and Jackson. Dr. Coburn studies the bacterium causing Lyme disease and the bacterium which causes

# MASTER OF PUBLIC HEALTH REIMAGINED AT MCW

*Public health program provides statewide access to graduate education*

In 2006, the Medical College of Wisconsin's (MCW) Master of Public Health (MPH) Program began a process to reinvent itself in order to better serve the public health workforce. The MPH Program had a twenty-year history serving the needs of physicians seeking to become certified in Occupational Medicine. But leaders saw the need to evolve the program to meet Wisconsin's population health challenges.

"Looking at the State Health Plan and the Institute of Medicine reports on the future of public health practice and the public's well-being," Terry Brandenburg, MPH, CPH, MPA, MBA, director of MCW's MPH Program, said, "all of them pointed to the need for a sufficient, competent and diverse public health workforce."

To support the MPH Program's transformation, the Advancing a Healthier Wisconsin endowment invested more than \$2.2 million from 2006 to 2014 through the Research and Education Program. This investment helped the MPH Program's leaders create a curriculum focused on public health practice and community health improvement.

"If you are going to do great things in a community you need to have the public health skills to make that happen," Brandenburg said. "That,



Jessica Gathirimu, MPH '10, CPH, is the director of family and community health for the City of Milwaukee Health Department.

**"There is nothing better than learning about public health while being afforded the flexibility to continue working at the City of Milwaukee Health Department."**

along with access, is our focus for every student."

Access is important because of the significant barriers to graduate education that exist for working adults. The MPH Program continues to hear from prospective students that the top two obstacles are time and distance.

"Time is actually the biggest factor because prospective students are trying to keep their day job while juggling family responsibilities and graduate education," Brandenburg said. Distance can exacerbate the time involved for individuals who have to commute many miles to campus for classes.

By using modern tools for distance learning and offering a completely online curriculum, the MPH Program mitigates the problems of time and distance and is accessible to students across the state and beyond.

In addition to expanding access, the MPH Program's leaders and staff members have increased the number of field and capstone placement sites where students can obtain supervised work experience. MPH Program faculty members have also worked to keep the curriculum updated with new and revised coursework. By continuing to improve the student experience, the MPH Program seeks to provide a high-quality education that will fit the lives and needs of Wisconsin's public health professionals for years to come.

*A number of key leaders have contributed to the growth and development of the MPH Program since 2006, including:*

- Peter Layde, MD, MSc
  - Professor, Emergency Medicine
  - Associate Chair, Global and Public Health
  - Co-Director, Injury Research Center at MCW
  - Ombuds
- Jane Kotchen, MD, MPH
  - Professor of Medicine, Clinical and Translational Science Institute
  - Director, Master of Science Degree Program - Clinical and Translational Science
  - Director, CTSI Educational Key Function
- Cheryl Maurana, PhD
  - Vice President, Academic Outreach
  - Professor and Director, Advancing a Healthier Wisconsin Endowment
- John Meurer, MD, MBA
  - Professor and Director, Institute for Health and Society
- Terry Brandenburg, MPH, CPH, MPA, MBA
  - Director of the MPH Program



Mandy Kastner, MPH '13, is the director of quality assurance at the AIDS Resource Center of Wisconsin.

**"The MPH program at MCW prepared me well to be able to track the outcomes of HIV patients treated in our medical, dental and behavioral health clinics throughout the State of Wisconsin."**

## GOVERNANCE

### MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH

The MCW Consortium formed in 2002 as a non-stock, non-profit corporation whose purpose is to fulfill the obligations of the Public and Community Health Oversight and Advisory Committee as described in the March 2000 Insurance Commissioner's Order. The MCW Consortium meets on a monthly basis and conducts itself in

accordance with its bylaws and Wisconsin Open Meetings and Public Records Laws. The Consortium provides oversight for the 35 percent of the funding dedicated for HWPP and advises on the 65 percent of funding dedicated for Research and Education Program initiatives.



**BEVAN BAKER, FACHE**  
*Commissioner of Health,  
City of Milwaukee Health  
Department*

Mr. Baker serves as the city's Chief Advisor on health, responsible for providing leadership and oversight of the agency's departments in their collective efforts to promote the health and well-being of the people of Milwaukee.



**ELIZABETH 'LIESKE' GIESE,  
RN, MSPH**  
*Health Officer/Director,  
Eau Claire City/County  
Health Department*

For more than 20 years, Ms. Giese has worked to improve public health through education, training, research, assessment and service. She has worked on behalf of health with the private sector, local public health, education and state public health.



**CHERYL A. MAURANA, PHD**  
*Vice President for  
Academic Outreach,  
MCW*

Dr. Maurana is the Vice President for Academic Outreach and Professor and Director of the Advancing a Healthier Wisconsin endowment. Dr. Maurana has received national recognition for public health research and for developing community-academic partnerships.



**G. ALLEN BOLTON, JR.,  
MBA, MPH\***  
*Senior Vice President  
and Chief Operating  
Officer,  
MCW*

Mr. Bolton has more than 24 years of experience in healthcare management and administration. He is active in the community with the American Cancer Society, Cub Scouts and the Boy Scouts of America, and Habitat for Humanity.



**JOSEPH E. KERSCHNER,  
MD**  
*Dean and Executive  
Vice President,  
MCW*

Dr. Kerschner is the Dean of the Medical School and Executive Vice President of the Medical College of Wisconsin. He is Professor of Otolaryngology and Communication Sciences. Dr. Kerschner maintains an active clinical practice and is recognized as a national expert in pediatric otolaryngology. He has been named to the American's Best Doctors list the past several years.



**JOHN R. RAYMOND, SR., MD**  
*President and Chief  
Executive Officer,  
MCW*

Dr. Raymond is the recipient of 2009 Marcy Speer Outstanding Reviewer Award from the National Institutes of Health's (NIH) Center for Scientific Review, the highest honor for extraordinary commitment to peer review of NIH grant applications. A practicing nephrologist who plays active roles in clinical care, teaching, and faculty mentorship, Dr. Raymond is also a medical researcher studying the basic mechanisms of kidney cell function.



**GENYNE EDWARDS, JD**  
*Principal Consultant,  
WOO Connections*

Ms. Edwards has spent her professional career working to create positive social change through policy, social advocacy and community engagement. Edwards is recognized in the Milwaukee community through her work with Community Advocates, Inc., the City of Milwaukee Department of City Development, Cardinal Stritch University Leadership Center, Walnut Way Conservation Corp., and Marquette University.



**PAULA A. LUCEY, RN,  
MCSN (CHAIR)**  
*Consultant,  
Lamplighter Consulting*

Ms. Lucey provides administrative leadership for the public mental health sector, including strategic planning, quality and fiscal accountability, and operations management.



**JOY TAPPER, MPA**  
*Executive Director,  
Milwaukee Health Care  
Partnership*

The Milwaukee Health Care Partnership is a public/private consortium dedicated to improving health care for underserved populations in Milwaukee County. Under Ms. Tapper, the Partnership has developed into an effective, respected, nationally recognized and sustainable organization that has mobilized member resources.

\*Daniel Wickeham joined the Consortium in September 2014. Mr. Wickeham serves in an interim capacity due to G. Allen Bolton's departure from MCW.

## MCW RESEARCH AND EDUCATION ADVISORY COMMITTEE

The MCW Consortium provided input and supported the creation of the Research and Education Advisory Committee (REAC). The REAC serves as the oversight body for AHW Research and Education Program. In that capacity, the REAC makes recommendations regarding the Research and Education Program's

funding initiatives, application criteria, processes, program administration policies and ensures compliance with supplanting and other AHW guidelines. The REAC is led by the Dean of the Medical School and Executive Vice President of the Medical College of Wisconsin

and its members include the Senior Vice President and Chief Operating Officer, Vice President for Academic Outreach, Senior Associate Deans for Research, Research Development, and Education, and the Chief Financial Officer.



### **G. ALLEN BOLTON, JR., MPH, MBA\***

*Senior Vice President and Chief Operating Officer*

Mr. Bolton has more than 24 years of experience in health care management and administration at academic medical centers. He is active in the community with the American Cancer Society, Cub Scouts and the Boy Scouts of America, and Habitat for Humanity.



### **CHERYL A. MAURANA, PHD**

*Vice President for Academic Outreach and Professor and Director of the Advancing a Healthier Wisconsin Endowment*

Dr. Maurana is the Vice President for Academic Outreach and Professor and Director of the Advancing a Healthier Wisconsin endowment. Dr. Maurana has received national recognition for her work in public health research and community-academic partnership development.



### **DAVID D. GUTTERMAN, MD\***

*Senior Associate Dean for Research*

Dr. Gutterman provides senior administrative oversight of research administration at the Medical College of Wisconsin.



### **MARJORIE SPENCER, MBA**

*Chief Financial Officer*

Ms. Spencer has served as MCW's Chief Financial Officer since 2007. She leads the team that supports financial operations and planning for all of the missions of the college.



### **JOSEPH E. KERSCHNER, MD**

*Dean and Executive Vice President*

Dr. Kerschner is the Dean of the Medical School and Executive Vice President of the Medical College of Wisconsin. He is Professor of Otolaryngology and Communication Sciences. Dr. Kerschner maintains an active clinical practice, is recognized as a national expert in pediatric otolaryngology and has been named to the American's Best Doctors list the past several years.



### **PAULA TRAKTMAN, PHD**

*Senior Associate Dean for Research Development*

Dr. Traktman has received recognition for developing and leading interdisciplinary graduate programs, leadership in national scientific societies, participation in multiple Expert Panels and Advisory Editorial Boards, and a long-track record of scientific excellence and extramural funding, with ongoing service as a Basic Science Chair.

\*William J. Hueston, MD, Ann Nattinger, MD, MPH, and Daniel Wickeham, MS, joined the REAC in September 2014 as G. Allen Bolton, Jr., MPH, MBA, and David D. Gutterman, MD, resigned from the committee.

## **LEADERSHIP AND STAFF (2013-2014)**

### **AHW ENDOWMENT**

Cheryl Maurana, PhD	Vice President for Academic Outreach, Professor and Director of the Advancing a Healthier Wisconsin endowment
Greg Calhoun	Communication Specialist
Jean Moreland	Program Manager
Angie Nemanic	Program Associate
Alicia Witten	Program Manager

### **HEALTHIER WISCONSIN PARTNERSHIP PROGRAM**

Christina Ellis	Program Manager, Healthier Wisconsin Partnership Program
Shari Hagedorn	Program Coordinator, Healthier Wisconsin Partnership Program
Tim Meister	Program Coordinator, Healthier Wisconsin Partnership Program
Tracy Wilson	Program Coordinator, Healthier Wisconsin Partnership Program

### **RESEARCH AND EDUCATION PROGRAM**

Autum Kowalczyk	Program Coordinator, Research Education Program
Mark McNally, PhD	Associate Professor of Microbiology and Molecular Genetics and Faculty Advisor for the Research and Education Program
Joe Schueller	Program Coordinator, Research and Education Program
Suzette Svoboda-Newman	Program Manager, Research and Education Program

# 2014-2018 AHW FIVE-YEAR PLAN: CHANGEMAKING

## Stakeholder Input Process

The AHW endowment conducted an extensive input process to invite input from community and MCW stakeholders in order to inform the development of the 2014-2018 AHW Five-Year Plan.

The input process received more than 260 responses, which included small group discussions as well as an comprehensive public input survey.

In addition, the AHW endowment interviewed 15 program directors from health foundations around the country (locations on adjacent map) to discuss best practices.



## Moving from Grantmaker to Changemaker

Based on stakeholder input and ten years of lessons learned, the 2014-2018 AHW Five-Year Plan will shift from grantmaking to changemaking.

The AHW endowment will continue to support the community-academic partnership model of the Healthier Wisconsin Partnership Program by investing in projects that address community-identified health needs.

As a changemaker, the AHW endowment will invest in efforts that focus on root causes and sustainable results to transform systems and maximize impact.

Toward this end, the MCW Consortium is developing an enhanced framework that includes several new components. The new framework places a greater emphasis on capacity-building, leadership, and dissemination through AHW endowment level and partner investments.

The model (bottom left) depicts these components:

### HWPP Strategic

Investments in targeted health priorities with identified outcomes.

### HWPP Responsive

Investments in initiatives that address community-identified needs to overcome barriers associated with system change.

### HWPP Capacity Building

Investments in communication, collaboration, evaluation, education and leadership.

### REP Strategic

Investments in targeted research and education priorities that align with MCW's strategic plan.

### REP Responsive

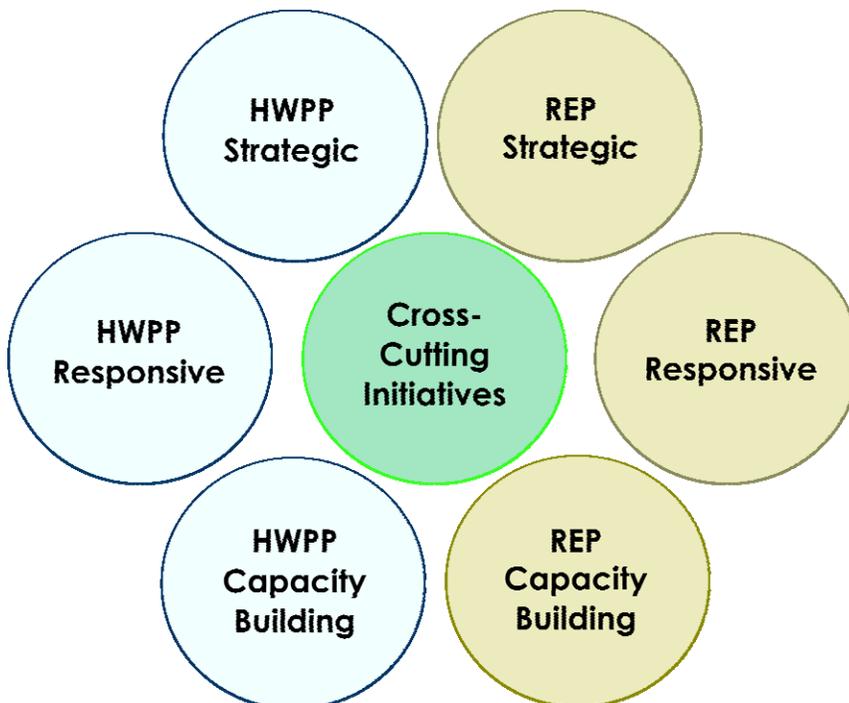
Investments in research and innovative programs that enhance the education of patients, public health workers, health providers, residents, fellows and medical and graduate students.

### REP Capacity Building

Investments in dissemination to improve dialogue with the public to enhance engagement with research and education.

### Cross-Cutting Initiatives

Investments in initiatives that integrate research, education, population and community health.



# AHW COMMEMORATES TENTH ANNIVERSARY

- 250+ Attendees
- 70+ Presenters
- Six Excellence Awards

## Dissemination

More than 50 groups of presenters shared results at the conference, representing the hundreds of community-academic partnerships and scientific and educational collaborations that have been generated over the AHW endowment's first ten years.

Dissemination formats included oral presentations, thematic poster presentations and a knowledge fair.

## Keynote Address

Roberta B. Ness, MD, MPH, delivered the conference's keynote address. Dr. Ness is an internationally recognized expert in



medicine and public health. She was named dean of The University of Texas School of Public Health in 2008. She is also the school's Vice President for Innovation.

In her keynote address, Dr. Ness began by describing two different kinds of innovation. One kind is step-wise, in which incremental improvements are made in ideas over time. The second is revolutionary innovation, which involves more dramatic changes in knowledge and practice.

While both kinds of innovation are important, Dr. Ness encouraged public and private funders to work together to catalyze the revolutionary kind of innovation needed to generate novel solutions to our biggest health challenges.



# FUND MANAGEMENT

## INVESTMENT SUMMARY

The Advancing a Healthier Wisconsin endowment funds (AHW funds) are invested with the Medical College of Wisconsin Endowment Funds using a diversified asset allocation strategy that includes money market funds held by external investment managers, marketable debt and equity securities, bond and equity mutual funds, commingled bond and equity funds, other equity securities, and accrued interest and dividends thereon and are reported at fair value. The investment goal for the AHW funds, as approved by the MCW Board of Trustees, is to preserve the purchasing power of its investment, while providing a level of investment return and liquidity that funds its purposes within a reasonable and prudent level of risk. MCW has a long-term investment objective for the endowment assets to earn on average a real (inflation adjusted) annual rate of return and to provide a return for appropriation of not less

than the total annual appropriation rate under the endowment fund spending policy.

All Endowment Funds, including the AHW funds, are invested in a unitized pool. Pooling of funds allows an individual participating fund to benefit from diversification and economies of scale in the investment process. Income is also unitized and allocated based on relative value on the first of the month. Realized capital gains are reinvested in the pool. The separate identity of each fund participating in the Endowment Fund pool is fully preserved, and each fund's share in the income and gains and losses of the pool is assured.

The AHW funds are segregated within the Endowment Fund. With respect to the 35% allocation of the funds for the Healthier Wisconsin

Partnership Program (HWPP) and the 65% allocation of the funds for the Research and Education Program (REP), separate accounts for the endowed funds and the spendable income funds available for current and future program distribution are maintained. Distributions are based on the MCW Endowment Fund Spending Policy. Investment earnings that are not distributed are temporarily restricted under the terms of the Grant Agreement.

## FINANCIAL STATEMENTS

A financial audit of The Medical College of Wisconsin, Inc. Advancing a Healthier Wisconsin Program was conducted by an external audit firm for the fiscal years ending June 30, 2014 and 2013.

The following pages reflect the financial position for the fiscal years ended June 30, 2014 and 2013 and the activities and changes in net assets for the fiscal year ended June 30, 2014.

### Advancing a Healthier Wisconsin Statements of Financial Position As of June 30, 2014 and 2013 (in thousands)

<b>Assets:</b>	<b><u>2014</u></b>	<b><u>2013</u></b>
Investments, at fair value:		
Spendable income funds	\$ 61,413	\$ 56,879
Endowed funds	<u>378,882</u>	<u>336,648</u>
Total investments, at fair value	<u>440,295</u>	<u>393,527</u>
Total assets	<u>\$ 440,295</u>	<u>\$ 393,527</u>
<b>Liabilities and Net Assets:</b>		
Liabilities		
Due to The Medical College of Wisconsin, Inc.	<u>\$ 79</u>	<u>\$ -</u>
Total liabilities	<u>79</u>	<u>-</u>
Net Assets		
Temporarily Restricted	\$ 151,527	\$ 104,838
Permanently Restricted	<u>288,689</u>	<u>288,689</u>
Total net assets	<u>440,216</u>	<u>393,527</u>
Total liabilities and net assets	<u>\$ 440,295</u>	<u>\$ 393,527</u>

**Advancing a Healthier Wisconsin**  
**Statements of Activities and Changes in Net Assets**  
**For the Fiscal Year Ended June 30, 2014**  
(in thousands)

	HWPP	REP	Total
Changes in unrestricted net assets:			
Expenditures			
Faculty salaries	\$ 480	\$ 3,863	\$ 4,343
Staff salaries	868	3,028	3,896
Fringe benefits	363	1,813	2,176
Services, supplies, and other	258	2,165	2,423
Subcontracts	3,442	330	3,772
Equipment	<u>-</u>	<u>464</u>	<u>464</u>
Total expenditures	5,411	11,663	17,074
Net assets released from restrictions	<u>(5,411)</u>	<u>(11,663)</u>	<u>(17,074)</u>
Change in unrestricted net assets	-	-	-
Unrestricted net assets, beginning of year	<u>\$ -</u>	<u>-</u>	<u>-</u>
Unrestricted net assets, end of year	<u><u>\$ -</u></u>	<u><u>-</u></u>	<u><u>-</u></u>
Changes in temporarily restricted net assets:			
Investment income	\$ 2,294	\$ 4,386	\$ 6,680
Realized gains on investments	4,353	8,306	12,659
Unrealized gains on investments	15,244	29,180	44,424
Net assets released from restrictions	<u>(5,411)</u>	<u>(11,663)</u>	<u>(17,074)</u>
Change in temporarily restricted net assets	16,480	30,209	46,689
Temporarily restricted net assets, beginning of year	<u>\$ 33,851</u>	<u>\$ 70,987</u>	<u>\$ 104,838</u>
Temporarily restricted net assets, end of year	<u><u>\$ 50,331</u></u>	<u><u>\$ 101,196</u></u>	<u><u>\$ 151,527</u></u>
Changes in permanently restricted net assets:			
Change in permanently restricted net assets	\$ -	\$ -	\$ -
Permanently restricted net assets, beginning of year	<u>\$ 101,001</u>	<u>\$ 187,688</u>	<u>\$ 288,689</u>
Permanently restricted net assets, end of year	<u><u>\$ 101,001</u></u>	<u><u>\$ 187,688</u></u>	<u><u>\$ 288,689</u></u>

The MCW Consortium authorized the following changes in outstanding commitments for the Advancing a Healthier Wisconsin program (in thousands):

	Healthier Wisconsin Partnership Program	Research and Education Program	Total
<b>COMMITMENTS:</b>			
<u>Inception to June 30, 2013:</u>			
Authorized funding	\$ 52,176	\$ 121,170	\$ 173,346
Budget reductions	(2,334)	(5,231)	(7,565)
Expenditures	(33,481)	(58,082)	(91,563)
Unused funds released from commitment	<u>(2,450)</u>	<u>(5,417)</u>	<u>(7,867)</u>
Outstanding commitments, June 30, 2013	\$ 13,911	\$ 52,440	\$ 66,351
<u>July 1, 2013 - June 30, 2014:</u>			
Authorized funding	3,279	7,874	11,153
Expenditures	(5,411)	(11,663)	(17,074)
Unused funds released from commitment	<u>(141)</u>	<u>(2,468)</u>	<u>(2,609)</u>
Outstanding commitments, June 30, 2014	<u>\$ 11,638</u>	<u>\$ 46,183</u>	<u>\$ 57,821</u>

These outstanding commitments will be funded on a reimbursement basis and recognized as expenditures after the amounts have been expended by MCW and the community partners.

## GENERAL

### Open Meetings and Public Record Laws Statement

The MCW Consortium conducts its operations and processes in accordance with the State of Wisconsin's Open Meetings and Public Records laws. Meetings of the MCW Consortium are open to the public, in accordance with the law. Agendas, minutes and documents approved by the MCW Consortium are posted online at <http://www.mcw.edu/Advancing-Healthier-WI-Endowment.htm>.

### Diversity Statement

The AHW endowment and the MCW Consortium are subject to, comply with and affirm the Equal Employment Opportunity and Affirmative Action policy of the Medical College of Wisconsin, Inc. The MCW Consortium is committed to optimizing the talents of people of different backgrounds, experiences and perspectives as a means of improving the health of the residents of Wisconsin. The AHW endowment

will continue to be equally accessible to all qualified persons without regard to their race, religion, color, age, disability, sex, national origin, sexual orientation, marital status, membership in the military reserves, creed, ancestry and arrest or conviction record. This policy represents the AHW endowment and MCW's commitment to nondiscriminatory practices and affirms its value for fair treatment of all qualified applicants and employees.

Advancing a Healthier Wisconsin Endowment  
Medical College of Wisconsin  
8701 Watertown Plank Road  
Milwaukee, WI 53226-0509  
[mcw.edu/Advancing-Healthier-WI-Endowment.htm](http://mcw.edu/Advancing-Healthier-WI-Endowment.htm)



ADVANCING A HEALTHIER  
WISCONSIN ENDOWMENT