



MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH
Medical College of Wisconsin January 8, 2026

Meeting Minutes

Directors Present

Dan Fleischman, Interim President/CEO and Vice President of Housing and Residential Services, Jewish Family Services, Inc.; Catherine Kolkmeier, Executive Director, La Crosse Medical Health Science Consortium; Matthew Lester, MBA, MHA, CPA, Executive Vice President for Finance and Administration and Chief Operating Officer, MCW; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, MCW; Cheryl Maurana, PhD, Provost, MCW, AHW Interim Director; John R. Raymond, Sr., MD, President & CEO, MCW; Rebecca "Reba" Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Tony Shields, MSM, President & CEO, Wisconsin Philanthropy Network; **AHW:** Ugwuji Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment; Christina Ellis, MS, Program Director for Strategic Investments, Advancing a Healthier Wisconsin Endowment

I. Call to Order

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 2:03.

II. Approval of December 4, 2025, Consortium Minutes

The Consortium reviewed the minutes from the December 4, 2025, meeting. Mr. Shields moved to approve the minutes. Dr. Raymond seconded the motion. The Consortium unanimously approved the motion.

III. Decision Making

a. 2026 Momentum Grant LOI Review

Ms. Rice reported that 128 letters of intent (LOIs) were submitted for AHW's Community-Led Momentum Grants funding opportunity. She reminded Consortium members of the purpose and requirements of AHW Momentum Grants, noting that \$6 million was allocated for this funding opportunity, an amount that could support approximately 24 projects starting on July 1, with a maximum grant amount of \$250,000. She recapped the LOI review and scoring process, which resulted in the rank order list shared with the Consortium. She referenced a document with reviewer comments that Consortium members could reference for additional details. In discussion, Ms. Rice reflected on the number of applications received for funding and the number of applicants who would not be invited for full proposals. Mr. Shields reflected on the "psychology" of awarding fewer larger grants versus more smaller grants. Dr. Maduekwe noted that the large number of applicants may have been fueled by the fact that AHW didn't issue a Seed Grant round in 2025. She also stated that if Consortium awarded 24 grants, that would represent a 19% approval rate. Mr. Fleischman asked whether AHW publishes an anticipated approval rate, or if an earlier stage of screening could be considered. Dr. Maduekwe answered that the LOI phase is the culling mechanism for this funding opportunity, and that LOIs are a relatively light lift for applicants. Ms. Rice noted that historically Consortium has moved forward approximately two-times the number of applications it could fund. Dr. Maurana asked if AHW staff receive negative feedback from applicants who don't make it to the full proposal round. Ms. Ellis answered that applicants typically appreciate the feedback they receive, but that applicants with good scores sometimes struggle to understand why they didn't advance. Ms. Rice suggested a natural break in the rank order occurs between projects scores of 3.00 and 3.33. Mr. Fleischman noted that the LOIs represent incredible diversity with respect to project types. He asked if the Consortium ever gives

priority to certain types of projects. Ms. Ellis answered that such a preference would need to be pre-publicized in the RFA. Ms. Rice asked whether more than 24 projects could be funded. Ms. Ellis noted that the RFA referenced the \$6 million budget for the funding opportunity. She also said that Consortium approved 26 projects last year and 21 projects the year before. Dr. Maurana asked whether there was a precedent for “going outside the rankings” to approve projects. Ms. Ellis answered that the rankings were left to reviewers. Multiple Consortium members noted that a cut line could be made at numbers 45 or 56 in the rankings. Dr. Maurana asked how many approved LOI applicants typically withdraw themselves by not submitting a full proposal. Ms. Ellis said it’s usually a very small number: 1-2. Dr. Maduekwe observed that a cutline at number 30 in the ranking would represent 43% acceptance, whereas a cutline at 46 would represent 53% acceptance. Mr. Shields asked if full proposal scoring is affected by LOI ranking. Ms. Ellis answered, no. Ms. Kolkmeier made a motion to approve LOIs with rankings of 3.33 or better, to include 56 proposed projects. Dr. Raymond seconded the motion, which passed on a unanimous vote by Consortium members. Ms. Rice outlined the timeline and process for notifying applicants of the outcomes of the LOI reviews, noting that those approved to advance to the full proposal applications will receive detailed instructions and invitations for consultations with AHW staff in support of their proposals.

IV. Programmatic Update

a. AHW Executive Director Search Update

Ms. Rice related the goal of ensuring a transparent, inclusive, and strategic process to identify AHW’s next executive director. She reported that REAC member Dr. Jonathan Marchant would join her on the search committee as co-chair. She then shared the names of search committee members, a diverse list including leaders from MCW, community health, and external partners. She outlined a proposed search timeline that included decision-making in July 2026. Immediate next steps, she said, included continued communication across MCW and with Consortium and REAC to gather insights; finalization of search committee membership; and finalization of the position profile. Ms. Rice encouraged Consortium members to remain engaged and to request any information they need to effectively fulfill their roles. Dr. Maurana suggested Consortium members provide to Ms. Ellis any input they would like to provide on this recruitment.

b. Social Impact Investing

Dr. Maurana provided an update on AHW’s social impact investing strategy, underscoring the strong support from Consortium on this new investment tool. She said that the implementation stage of this initiative will focus on defining the structure of the strategy and developing a roadmap to address outstanding operational requirements. Dr. Raymond stressed the importance of fully understanding where the funds for such investments are coming from and that the investments honor the requirements governing the endowment. Ms. Rice distinguished how funds from AHW’s spendable account and the endowment corpus need to be considered. Ms. Ellis noted that the team is working on a framework for social impact investing that will draw upon best practices outlined in industry literature and input from other funders. Consortium members sought clarification on what commitment has been made to the DEER Accelerator. Dr. Maurana noted that MCW legal and finance departments are looking into the terms of a contract and that an update will be provided to the Consortium in February. Mr. Fleischman sought assurance that the DEER Accelerator has a rigorous compliance process. Ms. Kolkmeier suggested that the agreement should not be dependent wholly on “personalities” on either side to fulfill. Mr. Lester suggested that the framework should address this type of investment as a future opportunity, rather than a one-off investment. Discussion highlighted the departure of Peter Feigin from the Bucks organization, raising the question of what impact this would have on the project. Ms. Rice suggested that Consortium members send any additional questions they have about this project to Ms. Ellis

V. Adjourn

Ms. Rice concluded the Consortium meeting at 3:07.



**Next Meeting: February 5, 2026
2:00 to 4:00 p.m.**