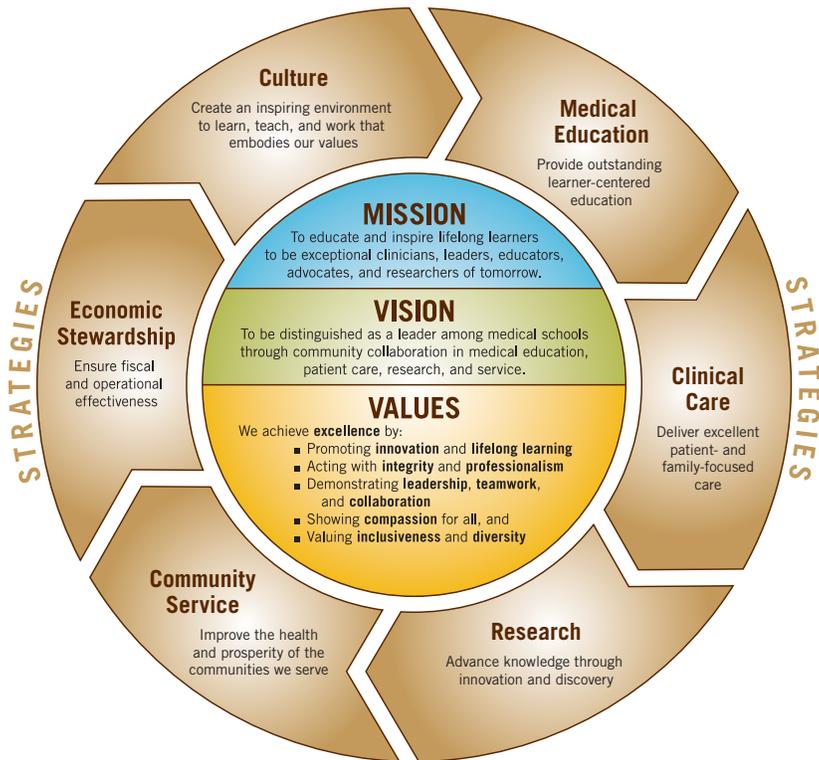


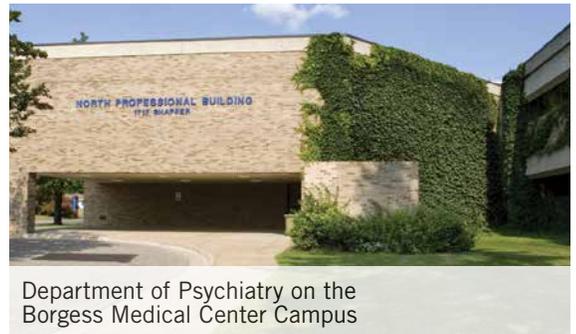
Strategic Plan Annual Report 2015-2016



W.E. Upjohn M.D. Campus



Oakland Drive Campus



Department of Psychiatry on the Borgess Medical Center Campus



Family Medicine Clinic at the Family Health Center



Innovation Center on the Parkview Campus



WESTERN MICHIGAN UNIVERSITY
 — Homer Stryker M.D. —
 SCHOOL OF MEDICINE

WMed students, residents, fellows, faculty, and staff are making a positive impact on medical education, patient care, research, and service at our five Kalamazoo campus locations and at affiliated sites throughout Southwest Michigan.

A Message from the Dean



It's hard to believe that we have already completed our second academic year with two classes of medical students enrolled and moving along steadily through our four-year curriculum. In August 2015, we admitted 60 medical students in the Class of 2019 to the medical school. And, the community, once again, opened its arms and hearts to welcome them and make Kalamazoo feel like home.

In May, our inaugural class started their Year 3 clerkships that take them into clinical settings throughout the community where they are learning the art of the practice of medicine from our clinical faculty, residents, fellows, other members of the healthcare team, and even from patients and their families. The collaboration and engagement with our community is key to fulfilling our mission to educate and inspire lifelong learners to be exceptional clinicians, leaders, educators, advocates, and researchers of tomorrow.

This Annual Report describes our progress through the medical school's six strategic goals during the academic year 2015-16 to achieve our vision to be distinguished as a leader among medical schools through community collaboration in medical education, patient care, research, and service. It is because of the dedication and tireless effort of our students, faculty, residents, fellows, staff, and donors—along with sustained community support—that *together we* make continued progress on our journey to excellence.

We share our achievements this year, and in the future, as a community success.

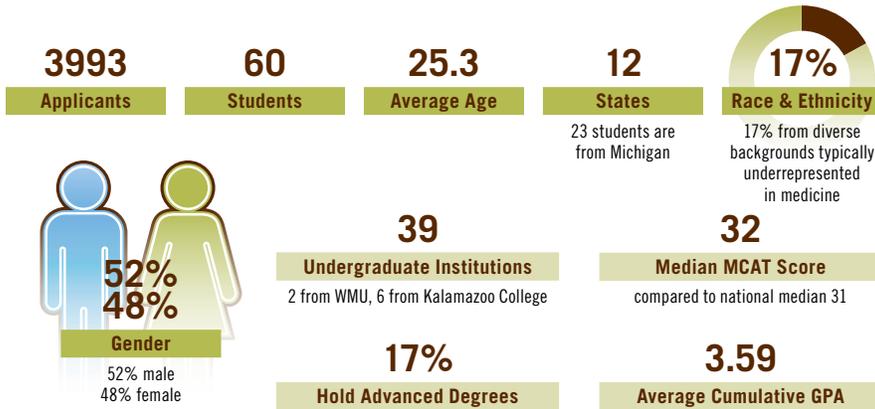
A handwritten signature in black ink, appearing to read 'Hal'.

Hal B. Jenson, MD, MBA
Founding Dean

Medical Education

Deliver high-quality educational programs to prepare learners for the 21st century.

Class of 2019



■ Medical school administration and faculty welcomed the second class of medical students, the Class of 2019, on August 10, 2015. This class of 60 joined the inaugural class of 54 medical students. The Class of 2020 will include 72 medical students and the Class of 2021, as well as all classes thereafter, will include 84 students each year. This exceptional group of students was selected from an applicant pool of nearly 4,000 applicants. The Class of 2019 has 29 women and 31 men from 12 states, including 23 students from Michigan and 12 from California. They represent 39 colleges and universities from across the country, with 17 percent from demographic groups underrepresented in medicine. Two students are graduates of Western Michigan University and six are from Kalamazoo College, which both have a preferred relationship with WMed.

■ By May 2016, the inaugural class of medical students completed Foundations of Medicine, the first two years of the curriculum, and moved on to Clinical Applications that enables students to further integrate the basic sciences with the clinical sciences during six, eight-week clinical clerkships in the core disciplines of medicine: *Medicine, Surgery, Pediatric and Adolescent Medicine, Women's Health, Psychiatry and Neurology, and Family and Community Medicine*. Each eight-week clerkship starts with a one-week preparatory week, followed by six weeks of immersive clinical experiences, and concludes with a one-week assessment week. The students complete their clerkship experiences at Borgess Health, Bronson Healthcare, Battle Creek VA Medical Center, and offices and clinics throughout Southwest Michigan.

■ In August 2016, WMed will welcome its first students for the Bridge to MD Program, a new and unique program that supports the medical school's mission to build a diverse, inclusive environment that will serve the medical needs of the community. WMed's new Bridge to MD Program offers a Master of Science in Biomedical Sciences degree and is designed specifically for applicants to the medical school who have strong pre-medical experience and attributes but would benefit from additional basic

science preparation before beginning their quest to become a doctor. The nine-month program is designed to strengthen students' understanding of the basic sciences and provide a stronger foundation for medical school. The Master's degree program offers a distinct benefit for Bridge to MD students, who will be automatically admitted to WMed and part of the Class of 2021 if they successfully complete each component of the Master's degree program.

■ Jan Garavaglia, MD, best known as "Dr. G: Medical Examiner," was the guest lecturer in pathology on October 23, 2015. Dr. Garavaglia lectured to students on the history of pathology and presented a selection of instructive cases. Dr. G stopped at WMed before attending the Michigan Association of Medical Examiners 2015 Annual Conference in Mount Pleasant, where she served as keynote speaker. Garavaglia served as the chief medical examiner for Orange and Osceola counties in Orlando, Florida from 2004 until she retired in May 2015. She starred in the hit series *Dr. G: Medical Examiner* on Discovery Health Channel, which aired from 2004 until 2012. The show is ranked No. 1 for Discovery Health. Repeats of the show still air on the Discovery Life Channel in several countries.



Medical Education

(continued)



■ Seven medical students and two WMed faculty members spent a week in London for a pathology elective. The team visited a variety of pathology and medical museums, some of which are only open to medical professionals. This elective, available to WMed students in their second year, provides a different learning perspective on organ systems and the history of medicine. This was the first international elective for medical students at WMed. Students

will have additional opportunities to participate in global health electives during their fourth year of medical school.

■ Philip Bystrom, a WMed third-year medical student, is a recipient of the prestigious Doris Duke International Clinical Research Fellowship. In July 2016, Bystrom begins a one-year fellowship in Kampala, the capital city of Uganda, to conduct

clinical research under the mentorship of David Boulware, MD, MPH, associate professor of Medicine in the division of Infectious Diseases and International Medicine at the University of Minnesota.

■ First and second year medical students participate in a longitudinal clinical experience at CentraCare in Kalamazoo and Battle Creek working with participants and members of CentraCare's interdisciplinary team. CentraCare offers community-based, long-term care for older adults and seeks to help them continue to live independently in their homes through an interdisciplinary team approach to their care at home and at CentraCare's two clinics. CentraCare is one of several healthcare and educational institutions that the medical school collaborates with throughout the community and Southwest Michigan to provide breadth and depth of educational and clinical experiences for students and residents. WMed's inaugural Class of 2018 logged more than 2,000 hours during more than 625 visits with CentraCare participants.



■ In January 2016, WMed and Borgess Health participated in a site visit as part of the Clinical Learning Environment Review (CLER) program that is a component of the Accreditation Council for Graduate Medical Education (ACGME) Next Accreditation System. The feedback provided by the CLER program is designed to improve how clinical sites engage resident and fellow physicians in learning to provide safe, high quality patient care.

■ WMed's residency programs experienced exceptional Match Results, with 100% of all resident training slots filled. The new resident physicians begin their residency training at WMed on July 1, 2016. The 2016 Main Residency Match was the largest on record, encompassing 42,370 registered applicants and 30,750 positions. The number of US allopathic medical school senior students grew by 221 to 18,668, and the number of available first year (PGY-1) positions rose to 27,860, which is 567 more than last year. Match Day is the time-honored event held at medical schools across the country during which each graduating medical student learns where they will spend the next three to seven years for residency training. Match Day represents the culmination of their medical school education and ultimately determines the course of their medical careers. Residents practice the medicine of their choice in a clinical setting under the supervision of fully licensed physicians.



■ A new partnership with the Battle Creek VA Medical Center increases WMed resident numbers and provides the opportunity to treat the area's veteran population. The internal medicine and psychiatry residency programs each increased their resident complement by two slots beginning in July 2016. The funding for these new positions is possible under the Veterans Access, Choice, and Accountability Act of 2014, which was signed into law on August 7, 2014. The VA has leveraged this law to further enhance its health care system and improve healthcare delivery to better serve veterans, with a focus to increase graduate medical education residency positions nationally.



On April 16, 2016, donor family members and friends joined leadership, faculty, and students at the W.E. Upjohn M.D. Campus to honor their loved ones for the priceless gift they gave to our medical students—the gift of body donation. The inaugural donor remembrance ceremony provided a way for the second-year medical students to honor those individuals who donated their bodies to the medical school to support the education of tomorrow's physicians.

Medical Education

(continued)

■ WMed partners with the Battle Creek Community Foundation to sponsor the Sherwood B. Winslow MD Distinguished Lectureships twice each year. On April 12, 2016 Dr. Dennis McCullough, honorary associate professor of Community and Family Medicine at Dartmouth Geisel School of Medicine, author, and a family physician and geriatrician of 30 years, presented his lecture, "Slow Medicine: Improving Community-Based Care for Elders and Families." Highly respected speakers have been invited to Battle Creek since 1988 to provide insightful, thought-provoking presentations to physicians, allied health professionals, medical students, and community members.

■ WMed hosted the 3rd International Conference on Health Information Technology Advancement (ICHITA) in October 2015.

■ Ernest Yoder, MD, PhD, MACP, was named as the associate dean for Educational Affairs. With the December 2015 retirement of Laurie Richlin, PhD, professor and chair of the department of Medical Education, Ernie Yoder, MD, PhD, was also appointed to serve as the chair of the department of Medical Education.

■ David Overton, MD, MBA, was appointed as the associate dean for Graduate Medical Education and the ACGME Designated Institutional Official. Dr. Overton works directly with program directors and clinical department chairs for oversight of the medical school's residency and fellowship training programs. Dr. Overton continues also to serve as chair of the department of Emergency Medicine.



Sixty-seven graduates who completed their residencies and fellowships at WMed were honored at an annual ceremony in June hosted by Dean Jenson and the residency and fellowship program directors. The graduates spent between one and five years honing their skills as physicians in Southwest Michigan.



■ Dilip R. Patel, MD, MBA, was appointed as the new chair for the department of Pediatric and Adolescent Medicine. Dr. Patel has been with the organization for many years serving most recently as the pediatrics residency program director. He has an impressive track record as an outstanding clinician, educator, and scholar. He replaced outgoing chair, Donald E. Greydanus, MD, who retired from the role on June 30, 2016.



■ Kristine Gibson, MD, was named the new assistant dean for Clinical Applications. Dr. Gibson is responsible for oversight of the clerkships and electives in the MD degree program in Years 3 and 4 working in collaboration with the clerkship, discipline, and elective directors. Dr. Gibson is an assistant professor in the department of Pediatric and Adolescent Medicine, and provides patient care as a pediatrician in the WMed Pediatrics clinic. Gibson replaces William Fales, MD, FACEP, who has filled this role since 2012.

■ Saad Shebrain, MD, was appointed as the program director for the general surgery residency program. Dr. Shebrain received his medical degree from the University of Cairo and completed residency training at the University of Illinois College of Medicine at Chicago and UCLA Medical Center, and a minimally invasive and foregut surgery fellowship at the University of Washington Medical Center. He is board certified by the American College of Surgery. Since joining the WMed faculty in 2010, Dr. Shebrain has been instrumental in the redevelopment and oversight of the general surgery residency's bioskills program.

■ Keith Kenter, MD, was appointed the chair of the department of Orthopaedic Surgery. Most recently, Kenter served as vice chair of academic affairs, director of the orthopaedic surgery residency program, and associate professor in the department of Orthopaedic Surgery at the University of Cincinnati. Kenter specializes in shoulder reconstruction, including shoulder replacement surgery; orthopaedic sports medicine, and hip arthroscopy. He is board-certified by the American Board of Orthopaedic Surgery and has subspecialty board certification in orthopaedic sports medicine.

Medical Education

(continued)

■ WMed's pediatric residency program is participating in a national study on developing the next phase of graduate medical education assessment. The American Board of Pediatrics has partnered with the Association of Pediatric Program Directors Longitudinal Educational Assessment Research Network (APPD LEARN) to study the utility of Entrustable Professional Activities (EPAs) in workplace assessment. APPD LEARN is a longitudinal educational research network that provides an infrastructure for multi-centered collaborative research projects and a centralized data collection system. The main purpose of the three-year study is to learn: 1) what level of resident performance equates with a decision of entrustment for unsupervised practice; and 2) whether most pediatric residents are ready to be entrusted to perform each of the EPAs without supervision at the time of graduation. The WMed pediatric residency program is one of only of 23 programs (out of 198 pediatric residency programs) selected to participate in this multi-site longitudinal prospective observation cohort study, which runs through December 2018.



Clinical Care

Deliver high-quality, safe, timely, effective, efficient, equitable, and patient- and family-focused care.



The WMed Clinics on the Oakland Drive Campus are undergoing a renovation to enhance the patient exam rooms to allow for increased efficiency for clinicians and staff, as well as aesthetic appeal and staff safety. The second floor's \$500,000 renovation has been completed, and the first floor renovations began in summer 2016.

■ WMed was selected to participate in a new national professional development program known as Professionals Accelerating Clinical and Educational Redesign (PACER), which is funded by The Josiah Macy Jr. Foundation. The three-year program will help build inter-professional faculty teams equipped to transform their clinical practices and educational programs to prepare their trainees to work together in high performing patient-centered medical homes. WMed is just one of nine institutions around the country and the only medical school in Michigan selected to participate in this innovative initiative. Each participating organization is bringing together faculty teams from the three primary care disciplines in medicine as well as nursing, physician assistant, pharmacy, behavioral health, and other professional training programs. WMed and its department of Medical Education is collaborating on this project with the WMU Bronson School of Nursing, and the WMU Department of Psychology.

■ In February 2016, the WMed Clinics received notification of re-accreditation and re-certification by The Joint Commission as a Primary Care Medical Home. An independent, not-for-profit organization, The Joint Commission is the nation's oldest and largest standards-setting and accrediting body in healthcare. To earn and maintain The Joint Commission's Gold Seal of Approval, an organization must undergo an on-site survey by a survey team of The Joint Commission at least every three years.



■ At the 2015 Michigan Fall Immunization Conference, WMed was the recipient of two awards recognizing the WMed Medicine-Pediatrics Clinic for 80.7% flu vaccination coverage in 2014 and 100% coverage for children age range 29-36 months.

■ Annually, WMed primary care clinics undergo a site visit by the State of Michigan to evaluate the immunization processes provided in the primary care clinics. AFIX is a quality improvement program used by awardees to raise immunization coverage levels, reduce missed opportunities to vaccinate, and improve standards of practice at the provider level. This year, the WMed Family Medicine, Medicine-Pediatrics, and Pediatrics Clinics were very successful, receiving many accolades and no requirements for improvements from the surveyors. WMed is known for its high immunization rates and excellent immunization processes. When compared to Kalamazoo County, the State of Michigan, and the nation, WMed far surpasses the rates of others and received special recognition for 13-18 year olds for three human papillomavirus vaccination rates, setting the bar for Kalamazoo County.

■ As of July 2015, all primary care clinics at WMed are recognized by Blue Cross Blue Shield of Michigan (BCBSM) as a designated Patient-Centered Medical Home (PCMH). This means that



all four of the primary care clinics have now received the PCMH designation from BCBSM. In addition, these clinics have also received Primary Care Medical Home designation from The Joint Commission and the National Committee for Quality Assessment (NCQA). WMed providers are among a select group of primary care physicians in Michigan who are improving health care quality by adopting the PCMH model of care. The designated clinics are recognized for intensified efforts to coordinate patients' health care through prevention, diagnosis, treatment, and follow-up services. PCMH program doctors better monitor their patients' conditions, coordinate care with specialists, and ensure people are getting the right care, at the right time, in the right setting.

Research

Advance the excellence and expand the impact of our research and discovery.



■ Dale Vandr , PhD, was named the medical school's associate dean for Research. Dr. Vandr  continues to serve as the chair of the department of Biomedical Sciences. Over Dr. Vandr 's research career, his laboratory has investigated regulation of cell division, Alzheimer's disease, cell fusion mechanisms, and differentiation of trophoblasts in the

human placenta. He has served as the director of the proteomics core facility of the Davis Heart and Lung Research Institute in the College of Medicine and chair of the University Research Committee at The Ohio State University. In addition, he has been a member of the Molecular, Cellular, and Developmental Neuroscience study section at the National Institutes of Health, and served on the editorial board of the *Journal of Histochemistry and Cytochemistry*. He has published more than 50 peer-reviewed research articles, and has received funding from the National Science Foundation, American Cancer Society, Department of Defense, Jain Foundation, and National Institutes of Health.



■ Thomas L. Rothstein, MD, PhD, was appointed to the newly created position of assistant dean for Investigative Medicine. In addition, Dr. Rothstein will serve as the director of the Center for Immunobiology, where he is leading efforts in building a basic science research group at the medical school focused on human B cell function and immunological responses.

■ In January 2016, the medical school completed a \$10 million renovation of two research floors with laboratories and office space on the 4th and 5th floors of the W.E. Upjohn M.D. Campus. The 4th floor serves as the home for the Center for Clinical Research.



As of January 1, 2016, the Southwest Michigan Innovation Center (SMIC) is owned and operated by WMed. Renamed the Innovation Center, the 69,000-square-foot facility was designed to nurture the formation and growth of innovative, entrepreneurial life-science, technology, and engineering businesses. It is currently home to 17 client companies engaged in a variety of laboratory research endeavors. Dale Vandr , PhD, serves as the interim assistant dean for the Innovation Center until a permanent assistant dean is recruited.

■ WMed's 34th Annual Research Day on May 4 set records for both attendance and the number of submissions. The annual event recognizes what is a proud tradition of medical and health sciences research in the Kalamazoo community. It also seeks to celebrate, develop, and promote the richness and diversity of research in the local medical community. This is the first year that Research Day included presentations from WMed medical students. The commitment and participation of WMed faculty and the Kalamazoo scientific community continued this year with more than 230 abstracts submitted for consideration. Dr. Patrick M. Schlievert, professor and department executive officer of the department of Microbiology at the University of Iowa Carver College of Medicine, was the keynote speaker for this year's Dr. Robert P. Carter Research Lecture.



Research

(continued)

■ Craig Beam, PhD, professor in the department of Biomedical Sciences and director of the division of Epidemiology and Biostatistics, was awarded a grant from the Juvenile Research Foundation (JDRF) to conduct an external validation study of a biomarker he co-discovered with colleague Dr. Mark Peakman, professor of clinical immunology and head of the Peter Gorer Department of Immunobiology, King's College London. The biomarker is useful in predicting worsening of Type 1 Diabetes up to two years after its measurement. Type 1 Diabetes is an autoimmune disease in which the insulin-producing beta cells of the pancreas are attacked by the patient's own immune system. The biomarker is based on the measurement of key cells—called T-cells—involved in the autoimmune attack. Beam and Peakman's initial discovery was reported in the *Journal of Diabetes* in 2014. While the JDRF grant provides the opportunity to test the biomarker in an independent clinical population, Drs. Beam and Peakman are also funded under an NIH grant to develop the biomarker further using mass cytometry—a new technology allowing much finer measurement of the molecular characteristics of the T-cells.



■ Michigan State Medical Society President and officials with the Michigan State Medical Society Foundation, along with Representative David Maturen

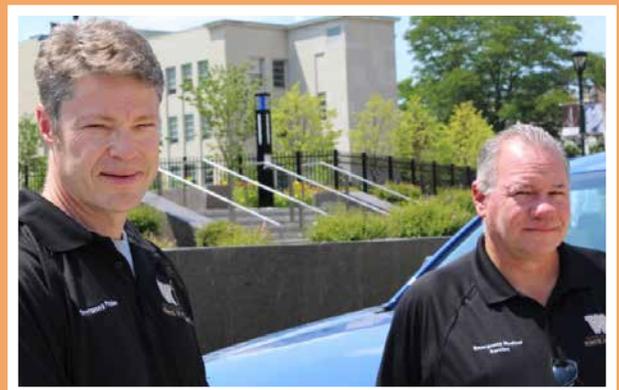
(R-Vicksburg), Megan Hicks, District Director for Senator Margaret O'Brien (R-Portage), and Representative Brandt Iden (R-Oshtemo) presented a check for \$2,200 to a group of WMed students to support their work teaching patients how to better manage their Type 2 diabetes by providing free testing supplies to Kalamazoo-area patients. The grant, submitted by WMed student Michael Behun on behalf of the student research team, supports a new Kalamazoo Diabetes PATH study that will provide patients with custom diabetes kits designed to help them better manage the disease, including glucometers, test strips, lancets, nutrition bars, and a pedometer.

■ Rudolph J. Castellani, MD, professor in the department of Pathology, joined the medical school as the director of the new Center for Neuropathology. The Center is a national referral center for diagnostic interpretation of autopsy brain as well as biopsy specimens, and a center for research investigations into causes and consequences of diseases of the human nervous system.

The Center provides pathology expertise across the spectrum of neurological diseases, and has particular research emphasis on long-term consequences of sports-related concussion and traumatic brain injury (TBI), the effects of TBI on military service members, chronic traumatic encephalopathy, Alzheimer's disease and other dementias, and pediatric head trauma.

■ WMed received a nearly \$1.5 million grant to conduct a clinical study evaluating the clinical utility of pharmacogenomic testing in Kalamazoo's community mental health population. The study is a collaboration between Kalamazoo Community Mental Health Substance Abuse Services (KCMHSAS), the Center for Clinical Research at Western Michigan University Homer Stryker M.D. School of Medicine (WMed), Genemarkers, LLC, and Ferris State University College of Pharmacy. The primary purpose of the study is to test whether providing doctors with information about an individual's ability to respond to specific drugs based on their genetic make-up lessens their need for health care.

Two WMed emergency medicine professors received a \$825,000 grant from the Health Resources & Services Administration (HRSA). The three-year Emergency Medical Services for Children Targeted Issues Grant funds the Michigan Pediatric EMS Error Reduction Study (MI-PEERS) by John Hoyle, MD, professor of Emergency Medicine, and Pediatric and Adolescent Medicine, along with Bill Fales, MD, associate professor of Emergency Medicine and division director of EMS and Disaster Medicine. MI-PEERS, which will commence in November 2016, will involve the implementation of a 10-prong drug dosing safety system with the goal of fostering a sharp decrease in medication-dosing errors that occur at a high rate when children are treated by Emergency Medical Services.



Community Service

Improve the health and prosperity of our communities through strong collaborative relationships.

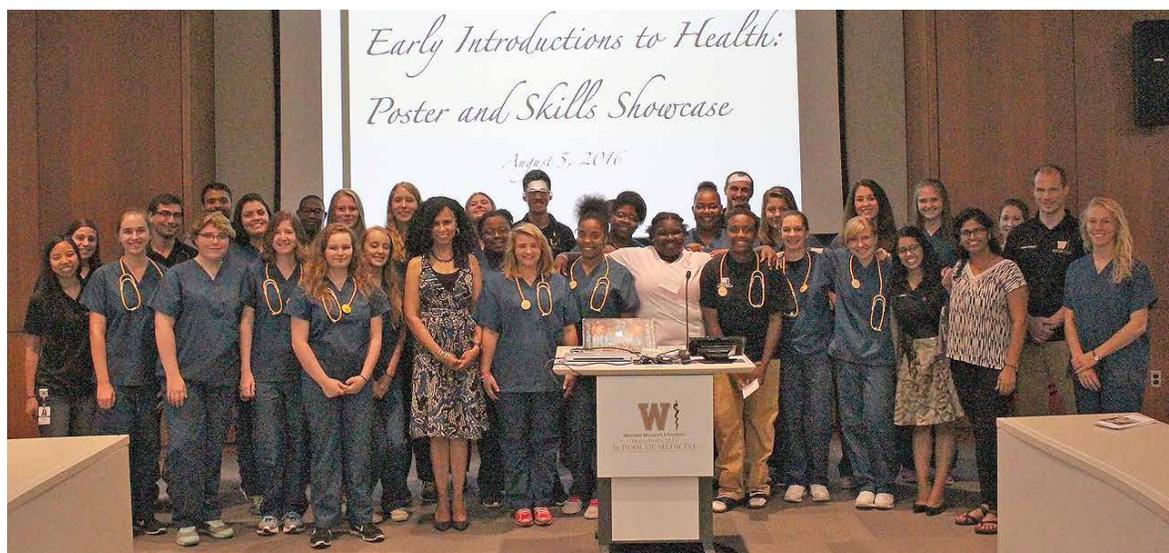


In April 2016, Dean Hal Jenson served on a panel for the 21st Century Cures discussion at the behest of U.S. Rep. Fred Upton, R-St. Joseph. The topic was a bill, the 21st Century Cures Act, that aims to make new medical procedures, treatments, and devices available to the people who need them more expediently. The Act would help provide \$10 billion in funding for the National Institutes of Health as well as streamline the U.S. Food and Drug Administration's approval process for new drugs and medical devices. The impetus behind the bipartisan bill is to expedite the approval of drugs and devices, which will not just mean finding cures for diseases like autoimmune disorders, cancer, and Parkinson's disease, but will mean keeping jobs that are going overseas because approvals overseas have been quicker.

■ In October 2015, William Fales, MD, FACEP, was appointed to the newly created role of medical director for the Michigan Department of Health and Human Services Bureau of EMS, Trauma and Preparedness, a part-time position under a contract between WMed and the State of Michigan. Fales is also the program director for WMed's EMS fellowship program, and associate professor of Emergency Medicine. He serves as EMS medical director for Kalamazoo County Medical Control Authority and is an appointed member of the Federal Emergency Management Agency (FEMA) Regional Advisory Council for Region V.

■ WMed welcomed the community to visit the W.E. Upjohn M.D. Campus in downtown Kalamazoo for the Community Open House and Art Hop events held on October 2, 2015 and April 1, 2016.

■ The first cohort of high school students graduated from WMed's inaugural pipeline program, Early Introduction to Health Careers II, in August 2016. The longitudinal program focuses on health sciences, math, and development of critical thinking and problem solving. Participants are 10th grade students from Kalamazoo Central, Loy Norrix, and Phoenix High Schools. There is a great need to increase the diversity of the biomedical and healthcare workforce. Increasing knowledge of careers in biomedical sciences and healthcare is expected to encourage a more diverse student population to enter these fields, reducing the disparities that exist. Key goals are to increase graduation rates, improve grade point averages, and prepare students for SAT and ACT tests, as well as encourage students to look beyond their high school years to a possible future in health sciences. The inaugural pipeline program was supported by grants from the Harold and Grace Upjohn Foundation, Dorothy U. Dalton Foundation, and the Irving S. Gilmore Foundation. This is the first of three planned pipeline programs at WMed. Medical school faculty, as well as staff from the Simulation Center, assist in teaching. The program includes five Saturday science academies held from February through June 2016 and a two-week summer program. Also included in the program are two parent/guardian sessions, designed to enhance the parent's knowledge in supporting and guiding their children's future goals. A group of WMed Class of 2019 medical students formed the "HEAL for the Community" student interest group and assisted in development of the curriculum for the program, under the guidance of Cheryl Dickson, MD, associate dean for Health Equity and Community Affairs.



Community Service

(continued)



■ The medical school's annual United Way campaign for employees resulted in \$47,230 in donations, which exceeded the goal of \$44,000. WMed was named one of 15 recipients of the United Way's 2015 Over-Achiever Award, which recognizes organizations that achieved a level of results that exceeded expectations and changed the story through their United Way support. WMed also was named in the United Way's Top 10, which are those organizations with more than 100 employees with the highest percentage of leadership givers. Leadership givers are those who donated \$1,000 or more to United Way.

■ The Class of 2019 first-year medical students participated in a variety of community projects during a Day of Service event October 16, 2015. The purpose of the day of service is to increase awareness of how health disparities and social determinants affect healthcare outcomes, build partnerships with community organizations, and to develop teamwork skills and leadership. Participation in service projects gives students first-hand experience with the needs of the community they will one day serve as health professionals. The projects also reflect WMed's commitment to community service.

■ Members of WMed's American Medical Association (AMA) Medical Student Section (MSS) group spent the day in Lansing during Advocacy Day in October 2015, along with about 150 other medical students from around the state. The event, coordinated by the student section of the Michigan State Medical Society, brings students to Lansing twice a year to view the legislative process and meet with their area representatives.



Economic Stewardship

Strengthen institutional resources to support the medical school mission.



■ In what marks a key second step in a multi-year journey, in June 2016, WMed was granted provisional accreditation from the Liaison Committee on Medical Education (LCME), the national accrediting body for educational programs leading to the MD degree. WMed began preparing for program accreditation in 2011 as the medical school was still in the planning stages. In 2012, the LCME granted preliminary accreditation to WMed, which allowed for the continuation of development efforts, as well as student recruitment and the acceptance of applications for the medical school's inaugural Class of 2018 and future classes. The granting of provisional accreditation by the LCME opens the door to WMed seeking full accreditation status. In the next steps in this process, WMed will complete a data-collection instrument and an institutional self-study in 2017 and host a survey team from LCME in the fall of 2017. It is anticipated that the medical school will gain full accreditation status from the LCME in February 2018 prior to the graduation of the inaugural class.



■ WMed was granted candidate status for accreditation with the Higher Learning Commission (HLC) in June 2016. The medical school is now affiliated with the HLC and has initiated the application process with the U.S. Department of Education to participate in federal student financial aid programs. WMed's candidacy status will last two to four years. At the end of that period, the HLC will evaluate the medical school for initial accreditation. The HLC is one of six regional institutional accreditors in the U.S. that accredits degree-granting, post-secondary educational institutions.

As a new school, WMed has been working with the HLC since 2011 and preparing for the multi-year process of seeking accreditation. Accreditation by the HLC assures quality by verifying that institutions like WMed meet threshold standards and is engaged in continuous improvement. The accreditation process is rooted in a system of peer review and approximately 1,300 educators from institutions of higher education serve as peer reviewers and conduct accreditation evaluations of other institutions.

■ A pledge of \$50,000 was fulfilled by an anonymous donor to establish the *Pioneers in Kalamazoo Medical Education Lectureship*. The donor gave to honor those who established medical residencies in Southwest Michigan. This endowment will support the appointment and activities of a visiting lecturer for an annual event in the department of Medical Education.

■ An inaugural Donor Reception was held on November 19, 2015 to recognize all of the donors for their contributions and commitment to WMed. Medical students produced a student Thank You video that was debuted at the event.

■ Enhancements to the first floor Fitness Center as well as renovations to the third floor faculty offices and media studios were completed in late 2015.

■ The project that transformed a 30-year-old pharmaceutical research building in downtown Kalamazoo to what is now the medical school's W.E. Upjohn M.D. Campus has captured several awards. The building project, designed by The S/L/A/M Collaborative in collaboration with Diekema Hamann engineers and construction professionals at Walbridge, won the award of merit for the best project of the Midwest region in the higher education/research category, according to Engineering News-Record, as well as the Silver Project Leadership Award for the Construction Owners Association of America. AIA Georgia, an association of the American Institute of Architects, recognized WMed for its innovative design. The project was one of 18 recipients to be honored at AIA Georgia's 2016 Design & Honor Awards in Atlanta. The awards program, which is now in its 44th year, recognizes the best in design by Georgia architects locally and abroad. WMed was one of 10 projects that received a 2016 Merit Award from AIA Georgia. The merit award was given in recognition of the medical school's commitment to the design profession and the pursuit of architectural excellence.

■ Kronos Workforce Ready was implemented as the new workforce application to replace the previous human resources and payroll functions. The new system is a cloud-based solution that includes the additional functionality of employee and manager self-service, as well as mobile access features.



On May 21, 2016, WMed hosted the inaugural Imagine Gala, a black tie event that transformed the medical school's downtown campus into a red carpet experience. This event raised about \$100,000 for student pipeline programs. The pipeline programs are designed to champion the biomedical science and healthcare career aspirations of underrepresented and disadvantaged youth in Southwest Michigan.



Culture

Foster a vibrant and diverse academic community where all are inspired and valued.



■ Lisa Graves, MD, was named the new associate dean for Faculty Affairs. Graves has oversight of all matters relating to faculty affairs including the process for faculty appointment and promotion, and professional development. She also serves as a faculty member of the department of Family and Community Medicine. Graves filled the position left vacant by Elizabeth A. Burns, MD, MA, who retired June 2015.

■ The medical school has appointed 886 faculty members including: 111 faculty employed by WMed; 565 clinical, research, and community faculty; and 210 residents and fellows, who are appointed at the rank of instructors.

■ The faculty elected members to serve on the Faculty Academic Council (FAC), and the FAC elected and recommended faculty

for appointment to all of the medical school standing committees. The charge of the Faculty Academic Council is to foster bidirectional communication between the dean and the faculty and serve as a venue to collaborate with and advise the dean.

■ To recognize diversity and raise cultural awareness, WMed medical students, faculty, and staff participated in a day of fasting and then feasting in observance of Ramadan on June 27, 2016.



At the General Faculty Meeting in May 2016, Class of 2018 President Kevin Cates presented faculty awards selected by the medical students to Maria Sheakley, PhD, for Outstanding Basic Science Educator – Foundations of Medicine, and Joel Reinhoehl, MD, for Outstanding Clinical Science Educator – Foundations of Medicine.



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SCHOOL OF MEDICINE

For questions about the medical school strategic plan, contact Michele Serbenski, associate dean for Planning and Performance Excellence, at 269.337.4509 or michele.serbenski@med.wmich.edu.