





*Remembers and salutes our friends,  
Civil Rights icon Congressman John Lewis  
and baseball legend Henry “Hank” Aaron*



*Congressman John Lewis*

*Henry “Hank” Aaron*



Remember and salute our friends,  
Civil Rights icon Congressman John Lewis  
and baseball legend Henry "Hank" Aaron



Henry "Hank" Aaron

Congressman John Lewis





# DIVERSITY

Johns Hopkins  
Bloomberg School of Medicine

# MISSION. VISION. VALUES.

## Mission

MSM is dedicated to:

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

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

## Vision

Leading the creation and advancement of health equity



## Vision Imperatives

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

## Core Values

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

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

**DIVERSITY**  
in medicine and science  
is critical to achieving  
**HEALTH EQUITY**



# CREATING HEALTH EQUITY





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**TO BE RESILIENT** is to be able to withstand adversity and bounce back from difficult life events. Resilience is the ability of a system or organization to respond to or recover readily from a crisis or disruptive process - the psychological strength to cope instead of falling apart.

The students, faculty and staff at Morehouse School of Medicine are resilient.

Morehouse School of Medicine has a unique mission to lead the creation and advancement of health equity. It is what we do best and it was never more needed as our country struggled against the ravages of a pandemic. Amid this crisis, we continued our work to address the critical shortage of primary-care physicians in the U.S. and to increase the diversity of the healthcare workforce, particularly the number of Black males in medicine. Morehouse School of Medicine remained at the forefront of excellence in research, teaching and public policy as well as exceptional, culturally appropriate patient care.

We are Morehouse School of Medicine, **and we are resilient.**

# RESILIENCE

# Message from the President and Dean

*Dear Friends of Morehouse School  
of Medicine:*

This past year, one of the key hallmarks of Morehouse School of Medicine's mission, health equity, came into focus as we faced a global pandemic as a result of COVID-19. While we have long worked to ensure people have the care they need, when they need it, and in the amount they need to reach their optimum level of health, COVID-19 and its devastating effects on the underserved pulled the curtain down on the problems within our healthcare system. Diversity is desperately needed in education, outreach, research, and clinical care. Access to quality care is seriously lacking for many. And there are dramatic inequities in health outcomes, with the COVID-19 infection and death rates among Black, brown, and indigenous communities serving as tragic and glaring evidence.

While we continued our important work — improving the health and well-being of our communities; increasing the diversity of the health and scientific workforces; and addressing primary health care with emphasis on people of color and the underserved — Morehouse School of Medicine took on the challenge of battling a virus that threatened the wellbeing of our communities. COVID-19 not only attacked people's health. It attacked our economic, education, and healthcare systems. It attacked our way of life.

Resilience. Resilience is not just pushing through challenging times. Resilience is also flexibility and grace — a practiced and nuanced patience at times when it is easy to allow stress to bring out less than the best we have to offer.

We are resilient and have met the challenges of this pandemic, head-on. I am proud to say that Morehouse School of Medicine proactively and simultaneously planned and executed how to maintain our important community work, educate future clinicians, researchers, and public health professionals, and tackle the issues the pandemic brought to every American's doorstep.

Within weeks of learning of the pandemic, Morehouse School of Medicine started an education program on COVID-19. From our website to our social media channels, to working with media outlets at the local, state, national, and international level, we sought to educate the public about the virus and the effects it can have on a person's health, short and long-term.



We developed internal processes and started regular communications to protect our staff, visitors, and students, and offered free testing. Morehouse School of Medicine also conducted free COVID-19 testing events for the community and treated those affected by COVID-19.

Much is expected of Morehouse School of Medicine, and it is resilience that has allowed us to adhere to our mission during this pandemic. We stepped outside of our comfort zones and took on additional responsibilities to serve as not just a community citizen, but a global citizen.

As the pandemic worsened, we continued to do what we do best. Morehouse School of Medicine served as a trial site for the

Novavax vaccine, and we actively sought participants of color, acknowledging the distrust that exists because of years of neglect and abuse from the healthcare system in the United States. Morehouse School of Medicine also launched a vaccination clinic inclusive of our mobile medical unit to distribute and administer the vaccine to the community, with thousands of vaccines provided, aimed at the populations most vulnerable and challenged by access.

There is a light at the end of the tunnel, with the distribution of effective vaccines for COVID-19, but our work is not done. We need to remain resilient as we continue to educate and empower people with the tools and resources to address their health needs and concerns

This report offers a glimpse into our success in these areas, and a blueprint for moving forward. We invite you to learn more, ask questions, and offer feedback on how we can advance our mission in multifaceted ways and not only defeat this virus but continue the work of education and securing health equity for all.

A handwritten signature in black ink that reads "Valerie Montgomery Rice". The signature is fluid and cursive, with a large initial "V" and "M".

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

# Greetings Friends of Morehouse School of Medicine



Dear Friends:

The year 2020 was a challenging one for our nation, as we endured the economic and health related devastation caused by the COVID-19 pandemic.

Throughout it all, the Morehouse School of Medicine (MSM) community continued to focus on its mission of educating the next generation of primary care related medical professionals, while strengthening its community engagement and student pipeline programs, clinical work, as well as cutting edge research. Rather than yielding to the challenges before them, the highly resilient team at MSM found a way to continue creating and advancing health equity.

MSM embraced its role as a leader in health equity as the global pandemic raged — in providing much-needed community-based health care to patients; by safely reopening its campus; in continuing its research on emerging pathogens; in testing and vaccinations; and in its efforts to understand and address the pandemic's outsized impact on underserved and communities of color.

MSM's work continues to attract significant attention and support, reaffirming its relevancy after 40 years of remarkable service to Georgians and the nation. MSM has forged a \$100-million, 10-year, groundbreaking partnership with Common Spirit Health to develop and train more Black physicians. The school also received more than \$64 million in grants, awards, and gifts which support its efforts to track and analyze COVID-19 data, disseminate information about the virus, improve vaccination rates, boost Telehealth capacity, and increase the number of doctors of color in the workforce.

As we have placed 2020 firmly in the rearview mirror and take stock, it is heartening to see the MSM family has never faltered. Our Administration, students, faculty, staff, partners and supporters have ensured MSM will continue to be a catalyst for good as our nation finds its way beyond a historically challenging year.

Sincerely,

A handwritten signature in black ink, appearing to read "Arthur R. Collins". The signature is fluid and cursive, with a large initial "A" and "C".

Arthur R. Collins  
Board of Trustees Chair

# Message from Atlanta Mayor Keisha Lance Bottoms



**CITY OF ATLANTA**

55 TRINITY AVE, S.W.  
ATLANTA, GEORGIA 30303-0300

TEL (404) 330-5100

KEISHA LANCE BOTTOMS  
MAYOR

Dear Friends:

On behalf of the people of Atlanta, we join you in celebrating Morehouse School of Medicine's (MSM) 45<sup>th</sup> anniversary as a leading educator of primary care physicians.

MSM stands as a monumental pillar in our community and a major contributor to our nation's healthcare profession. Through these unprecedented times of the COVID-19 pandemic, the faculty and staff at MSM have continued to deliver an environment that fosters learning, enhances emotional well-being and supports students' professional growth.

Your mission to address the critical shortage of primary care physicians in the United States and to increase diversity in the healthcare workforce is important now more than ever as we navigate one of the world's most devastating health crises. We applaud you for welcoming MSM's largest-ever MD class with 105 future health leaders, including 51 Black men.

Your resilience during this time has enabled the institution to overcome adversity and maintain intentional focus. MSM continues to lead and collaborate on key initiatives of COVID-19 testing and vaccine participation in communities of color. Through scholarship funding, MSM has empowered future Black doctors to focus on saving lives without the burden of student debt as an obstacle.

Your students have shown incredible resolve and empathy. In hospitals and private practices, MSM's health care professionals are on the front lines battling this virus while also providing quality, routine health care.

We appreciate your contributions to the health and well-being of underserved communities in Atlanta and in urban and rural communities throughout Georgia. We join with the Morehouse School of Medicine's staff, faculty and students in celebrating 45 years of outstanding accomplishments.

Sincerely,

Keisha Lance Bottoms



# IMPACT

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

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

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

So Morehouse School of Medicine has launched its first-ever, multi-million-dollar comprehensive campaign, IMPACT: The World Needs What We Do Best. We have set a goal of \$225 million, which includes \$150 million to support new enrollment, programs, facilities, research, and other initiatives, plus \$75 million for a scholarship endowment that would help alleviate the significant debt burden our students typically face.

To learn more, and to find out how you can get involved, please visit [msmimpact.org](https://msmimpact.org).

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





# THE BEST OF THE BEST

## Executive Leadership Team



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

**Gregory Antoine, MD**  
Senior Associate Dean  
and Chief Medical Officer  
Clinical Affairs, Morehouse Healthcare

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

**Daniel Dawes, JD**  
Executive Director  
Associate Lead for Government Relations  
Satcher Health Leadership Institute

**Martha Elks, MD**  
Senior Associate Dean  
Education and Faculty Affairs

**Monique Guillory, PhD**  
Chief of Staff and  
Chief Administrative Officer  
Office of the President

**Bennie L. Harris, PhD**  
Senior Vice President  
Office of Institutional Advancement

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

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

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

**Goldie Taylor, MBA**  
Vice President and  
Chief Marketing Officer  
Office of Marketing  
and Communications

# Board of Trustees



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theGROUP



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School of Medicine  
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Private Practice  
Physician, OB/GYN



**Sylvester McRae, MD**  
Private Practice  
Physician, OB/GYN



**Woodrow W.  
McWilliams III, MD**  
Radiation Oncologist  
John B. Amos Cancer Center,  
Columbus Regional Healthcare System



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



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



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



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



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



**Kamron Robinson**  
President, MSM Student  
Government Association



**Barry Simpson**  
Senior Vice President  
and CIO, Coca-Cola



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



**Russell Stokes**  
Senior Vice President, GE  
President & CEO  
GE Power Portfolio  
Chairman, GE Aviation  
Services



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



**Henry "Hank" Thomas**  
President, Victoria  
Hospitality Properties



**Shawn Garrison, PhD**  
Assistant Professor,  
Psychiatry & Behavioral  
Science



# HIGHLIGHTS

## 2020

## CommonSpirit Health

Morehouse School of Medicine joined forces with CommonSpirit Health in 2020 to respond to the COVID-19 pandemic and its impact on underserved communities by cementing a 10-year, \$100 million partnership to develop and train more Black physicians.

CommonSpirit Health is one of America's largest health systems, serving one in four patients, with locations in 21 states. Together with MSM, CommonSpirit will create a joint undergraduate and graduate medical GME program to educate and train the next generation of culturally competent health clinicians and researchers.

Of the 21,863 students entering medical school in 2019, only 1,626 were Black, and only 619 were Black males. This is an important statistic, given that studies show that Black patients tend to have better outcomes when treated by Black doctors.

MSM and CommonSpirit are uniquely positioned to impact health equity through education and training opportunities and improved access and care delivery. While there are 155 accredited medical schools in the U.S., MSM and the other three Historically Black medical schools produce most of the nation's Black physicians. As one of the largest nonprofit health systems in the nation, CommonSpirit serves some of the most diverse communities in the country and cares for more Medicaid patients than any other health system in the U.S.

The partnership will help develop more Black physicians by ensuring a minimum of 300 additional underrepresented Black providers complete their residency training annually and support a pipeline of students who will be recruited from communities that have a historical provider shortage. MSM and CommonSpirit will establish new regional campuses and graduate medical education programs in at least 10 markets in partnership with CommonSpirit health-care facilities.

MSM and CommonSpirit will contribute \$21 million in seed money in the first two years.



**\$21 MILLION**  
in seed money in the  
**first 2 YEARS**



# SERVING COMMUNITY

## U.S. Department of Health and Human Services Office of Minority Health

The US Department of Health and Human Services Office of Minority Health's \$40 million award has allowed MSM to lead the creation of the National Infrastructure for Mitigating the Impact of COVID-19 within Racial and Ethnic Minority Communities (NIMIC). This three-year project is designed to work with community-based organizations across the nation to deliver education and information on resources to help fight the pandemic.

The information network strengthens efforts to link communities to COVID-19 testing, healthcare, and social services, and to best share and implement effective response, recovery, and resilience strategies.

The first award was for \$14.6 million.



## The Just Project

Morehouse School of Medicine was one of the first five Historically Black Colleges and Universities to benefit from a \$15 million Thermo Fisher Scientific initiative that made COVID-19 testing more widely available to all returning students, faculty, and staff.

Named in honor of pioneering biologist Ernest Everett Just, the Just Project brought diagnostic instruments, test kits, and related supplies to MSM. The company also

provided technical assistance to HBCUs seeking to establish or expand their laboratories to provide regular on-campus COVID-19 testing throughout the school year. Thermo Fisher also committed to hiring at least 500 students from HBCUs over the next three years.

The national rollout of the Just Project was met with a \$1.5 million gift from the Bill & Melinda Gates Foundation, to help build and operate the testing infrastructure.

## Bloomberg Foundation

A child who vowed to become a doctor after witnessing his uncle's death from pancreatic cancer. A girl who received a stethoscope as a gift and wore it around the house because she knew she was meant to be a physician. A girl who lost her five-year-old brother to meningitis after doctors failed to make the right diagnosis.

All of these children have grown up to become medical students at Morehouse School of Medicine in Atlanta. And all of them are now the recipients of scholarships as part of Bloomberg Philanthropies' \$100 million gift to the nation's historically Black medical schools.

Morehouse School of Medicine's Black medical students, who typically come from more difficult socioeconomic circumstances than their peers, tend to leave medical school with crushing debt that threatens to dissuade them from taking lower-paying jobs in underserved communities. With the Bloomberg Philanthropies gift of \$26.4 million to MSM, via the Greenwood Initiative, these doctors will have the financial flexibility to choose careers that allow them to provide care to underserved communities—and serve an estimated 44,800 patients over the course of their careers.

The country is becoming more diverse, but the diversity of its healthcare workforce still lags, with just 5 percent of physicians identifying as African-American. This is due, in part, to the high cost of completing a medical degree. The impact is significant. Studies show that Black patients tend to have better outcomes when treated by Black physicians.

"It is important to address this shortage because Black people are dying at a greater rate than any other racial group," says MSM scholarship recipient Ngafila Bakayoko. "If we are to grow a community of Black doctors who know the obstacles their communities face, we will be able to address this."

Young Black people need role models to show that it is possible to pursue a career in medicine, says MSM scholarship recipient Darius Stephens. "I didn't have a Black male doctor until I was 23 years old," he says. "That has been one of my motivators throughout medical school."

For more than 45 years, Morehouse School of Medicine has been known for educating Black physicians who will provide culturally competent care to underserved communities.



Indeed, about 66 percent of our graduates are doing just that.

"Many schools have mission statements that are more or less the same. Morehouse School of Medicine lives up to its mission," says scholarship recipient Alexandria Williams.

This focus on health equity has not gone unnoticed. MSM twice bested all other medical schools, in a national study, to be named number one for the institution's dedication to the social mission of medical education.

"MSM resonates with my personal convictions that healthcare is a right, not a privilege," says scholarship recipient Adonias Christopher Lemma. "I did not enter this profession for the money. I am in it to help people."

Financial concerns can be significant for students at MSM. Though the average household income of students entering medical schools is \$175,000, MSM students tend to come from households with an average income of \$70,000. And while tuition at MSM is slightly lower than the average—\$45,208 vs. \$49,129—the average debt load for a graduating MSM student is \$290,758 vs. a national average of about \$190,000.

"I have definitely had concerns about being able to pay off student loans," Stephens says. "While I recognize that this path is not one for those seeking financial gain, I still didn't want to live with the burden of an insurmountable debt."

The generous gift from Bloomberg Philanthropies "will allow some of the burden to be taken away, and it is such a blessing. Now I can follow whichever path I would like to, and not base my specialty on how much I will make," says scholarship recipient Sonya F. Randolph. "I am so thankful that someone who does not know us took the time to believe in us and invest in our futures. It means so much that they understand that Black Lives Matter and are taking steps to help save more Black lives with more future Black doctors. This is truly such a kind gesture."

# THIS IS TRULY A KIND GESTURE.

# 36<sup>TH</sup> COMMENCEMENT

## Commencement Address Delivered By Gary Gibbons, MD

Holding its first-ever virtual graduation, Morehouse School of Medicine conferred degrees on 150 medical doctors, biomedical scientists and public health professionals during its 2020 exercises seen by 4,000 viewers who were treated to a rendition of “Life Every Voice and Sing” by Grammy Award-winning singer, songwriter, actor and philanthropist John Legend.

The graduation ceremony, produced in partnership with Shared Studios, featured a surprise Presidential Class gift of \$600,000 in scholarships to the remaining seniors whose tuition and fees during their years at the medical school were not fully funded. Announced by Morehouse School of Medicine President and Dean, Dr. Valerie Montgomery Rice, each eligible graduate received at least \$2,000 to reduce their medical school debt.

Gary Gibbons, MD, director of the National Heart, Lung and Blood Institute (NHLBI) at the National Institutes of Health, told the graduates to, “Cherish your calling of caring and commit to continuous curiosity,” and charged them to “seize unprecedented opportunities that are on the horizon for you to grasp” as they entered the healthcare workforce that was on the frontlines of the pandemic.

“At MSM we promote resilience— believing that determination to take on challenges and adversity can turn into opportunities” said Valerie Montgomery Rice, MD, President and Dean of Morehouse School of Medicine. “Even in a public health crisis, we have an opportunity for our students to create innovative strategies for science and healthcare to serve our communities.”

***In addition to John Legend, Ambassador Andrew Young and Dr. Bernice King, a wide range of luminaries and notable celebrities also congratulated the graduating class, including:***

- Grant Hill, Basketball legend and Atlanta Hawks co-owner
- Tamron Hall, syndicated talk show host
- Mariah Huq, Creator and Executive Director, TV Show “Married to Medicine”
- Sophia Choi, Broadcaster, Channel 2 Action News
- Keith Henderson, Actor and Singer
- Rashad Richey, EdD, Political Analyst, CBS News and Chief Editor, rolling out
- Michael “Killer Mike” Render, Rapper and Activist
- Darian “Big Tigger” Morgan, Entertainment Personality, Atlanta Hawks DJ

***The class also heard special remarks from past MSM presidents including:***

- Louis W. Sullivan, MD, President Emeritus and prior Secretary of the U.S. Department of Health and Human Services
- David Satcher, MD, MPH, 16th Surgeon General
- James R. Gavin III, MD, Ph.D., former Lieutenant Commander in the U.S. Public Health Service and renowned Diabetes Researcher
- John E. Maupin Jr., D.D.S., M.B.A., former Deputy Commissioner of Health of the Baltimore City Health Department and past president of Meharry Medical College.





# 36<sup>TH</sup> CONVOCATION



## *Daniel E. Dawes, Director of the Satcher Health Leadership Institute Was The Convocation Speaker*

Morehouse School of Medicine kicked off its academic year with a 2020 Convocation in an event that included measures while keeping the time-honored tradition of the “White Coat and Pinning Ceremony” that welcomes first-year students to the campus.

First-year medical students and physician assistants received their white coats and pins while incoming Masters of Public Health students received blue blazers and pins as they began their journey and commitment to protecting the public health and welfare of our communities. Graduate Education in Biological Sciences students were fitted with their lab coats and also received pins.

“There is no denying Covid-19 has changed everyday lives for all of us,” said Daniel Dawes in his Convocation address to the first year students. “But one thing remains constant, here at Morehouse School of Medicine, we are developing the next generation of leaders committed to health equity without compromise....The people who are drawn to MSM are called to greatness. You have been called to greatness.”

The 2020 Convocation ceremonies were spread across the medical school campus to ensure proper social distancing. Students donned their own coats and pins during the ceremony rather than having them put on by faculty members or alumni and face masks were mandatory.

The multiple locations were connected via Zoom to the National Center for Primary Care (NCPC) Auditorium so participants could both watch and take part in the ceremony. And the event was live streamed on the MSM YouTube channel for family and friends, who were not able to attend in person, to watch the proceedings.

Each of the students took the appropriate pledges for their professions including the Medical Student Oath To Service and Responsibility, Physician Assistant Professional Oath, Scientists Pledge and International Health Rights Declaration.

***Amid A Surge Morehouse School of Medicine 2020 Fall Convocation Stayed True To Tradition While Socially Distancing To Keep Everyone Safe***



# A Love Letter to Black America

As Black Americans faced the unprecedented challenges of COVID-19 and its devastating impact on the community, Morehouse School of Medicine partnered with a host of Black healthcare organizations to launch an innovative social media campaign to address the challenges of the pandemic.

The Love Letter to Black America, from America's Black Doctors and Nurses campaign focused on raising awareness of COVID-19's disproportionate effect on Black people and encouraging Black people to participate in vaccine clinical trials and seek immunization.

Morehouse School of Medicine joined the nation's three other historically Black medical schools, the National Medical Association, the Cobb Institute, the National Black Nurses Association, The National Urban League, and BlackDoctor.org in the initiative.

As leading Black healthcare institutions, all of the organizations had a unique responsibility to take action to curtail the spread of COVID-19 among African-Americans, who were nearly three times as likely to contract the virus and twice as likely to die from it. In addition, many Blacks continued to be concerned about COVID-19 vaccination as a result of the controversial Tuskegee Study of Untreated Syphilis in the 20th century and general mistrust of the medical system.

In a message distributed to the broader MSM community, MSM President and Dean Valerie Montgomery Rice, MD, encouraged everyone to participate in the campaign and share the facts with their professional and personal networks.

"This initiative is designed to begin a national conversation, speaking directly to our community. We will communicate our love for our community and commitment to providing the Black community with trustworthy expertise and scientifically factual information upon which they can reliably make personally appropriate health decisions," Dr. Montgomery Rice wrote in the message.

The Love Letter to Black America, from America's Black Doctors and Nurses campaign included a specially designed website, BlackCoalitionAgainstCovid.org, a video presentation, and a host of materials and templates with sample social media content for individuals to use to spread awareness of the effort on Twitter, Instagram, and Facebook. The content urged Black Americans to wash their hands, wear a mask, and consider different ways to celebrate with their loved ones during the holiday season.



# LOVE OF OUR COMMUNITY

# LEADING THE WAY

## *Morehouse School of Medicine Led the Way Back to On-Campus Instruction During Pandemic*

Living out its unique mission to deliver health care to underserved and minority communities hit hard by COVID-19, Morehouse School of Medicine was one of the first medical schools in the country to resume in person instruction. Partnering with Color, a distributed healthcare and clinical testing company, MSM provided COVID-19 testing to faculty and staff. The school also implemented structured schedules and workplace spacing to make Morehouse School of Medicine safe for all when it re-opened in May after operating virtually for fewer than two months.

Using Color's portfolio of integrated software tools and other resources, MSM served as a model for other organizations on how to return to work. In collaboration with Color, Morehouse School of Medicine managed risk screening, test ordering, on-site and distributed testing logistics, processing of samples, results delivery, case man-

agement, and public health agency case reporting to support contact tracing.

The medical school was a living laboratory for its students who, amid a once-in-a-century global health crisis, were exposed to real-life best practices for testing, treating, and contract tracing—giving them the hands-on experiences they will need to care for their patients in the future.

"Just as our graduates cannot truly master their craft without touching patients, peering through a microscope, or engaging a community, we cannot truly prepare them for the challenge of addressing the COVID-19 pandemic or other future health crises without demonstrating, in person, the best practices for care," said MSM President and Dean Valerie Montgomery Rice, MD. "Ours is an evidenced-based, data-driven approach, and it is the result of a rigorous planning process."

"Morehouse School of Medicine was at the forefront of implementing a responsible, evidence-based return-to-work program," said Color CEO Othman Laraki. "Their experience can serve as a road map for leaders in the public and private sector when they implement similar programs as the country continues to get back to normal. We were excited to partner with MSM as one of the institutions who led the way to bring our country back to work."

Since the medical school reopened, its COVID-19 protocols have resulted in less than one percent testing positive for the disease—a remarkable achievement, given the spread of the novel coronavirus in 2020. Having staff on site helped the medical school to better collaborate and become one of the leading organizations providing COVID-19 vaccinations, particularly in minority and underserved communities in Georgia.



# THIS IS A GAME CHANGER

## A West Side Story of Commitment and Care

From the moment Morehouse School of Medicine built a small facility on Lee Street more than 45 years ago, the institution has been closely tied to its home in Atlanta's historic West Side community — and deeply committed to the neighborhood's health and strength.

So, with that commitment in mind MSM completed Entra—a \$52 million development led by Atlanta-based Carter and Atlantic American Partners located at the corner of Lee and Park Streets. This includes 187 market-rate apartments, an ambulatory care center, a fitness center operated by the YMCA, 2,624 square feet of retail space, and a four-level parking deck.

The building fortifies the connection between Morehouse School of Medicine and the community, with memberships at the 9,000-square-foot fitness center open to the public and a second-floor clinical enterprise offering primary and specialty care. The third floor features a comprehensive student wellness and healthcare center, serving the students of the Atlanta University Center.

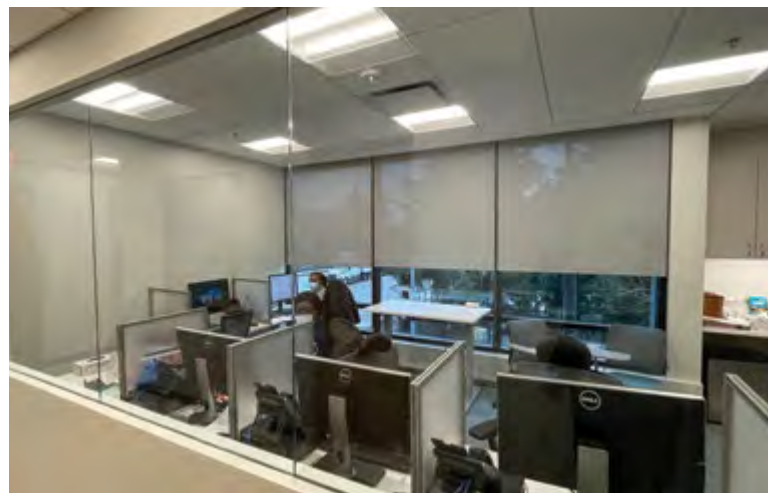
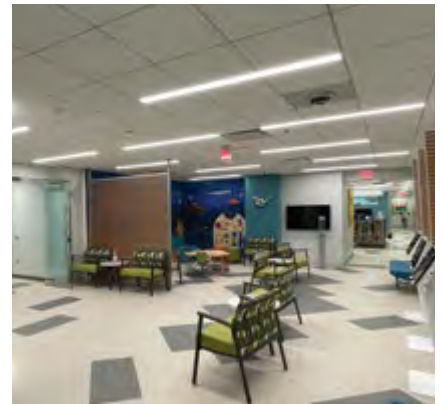
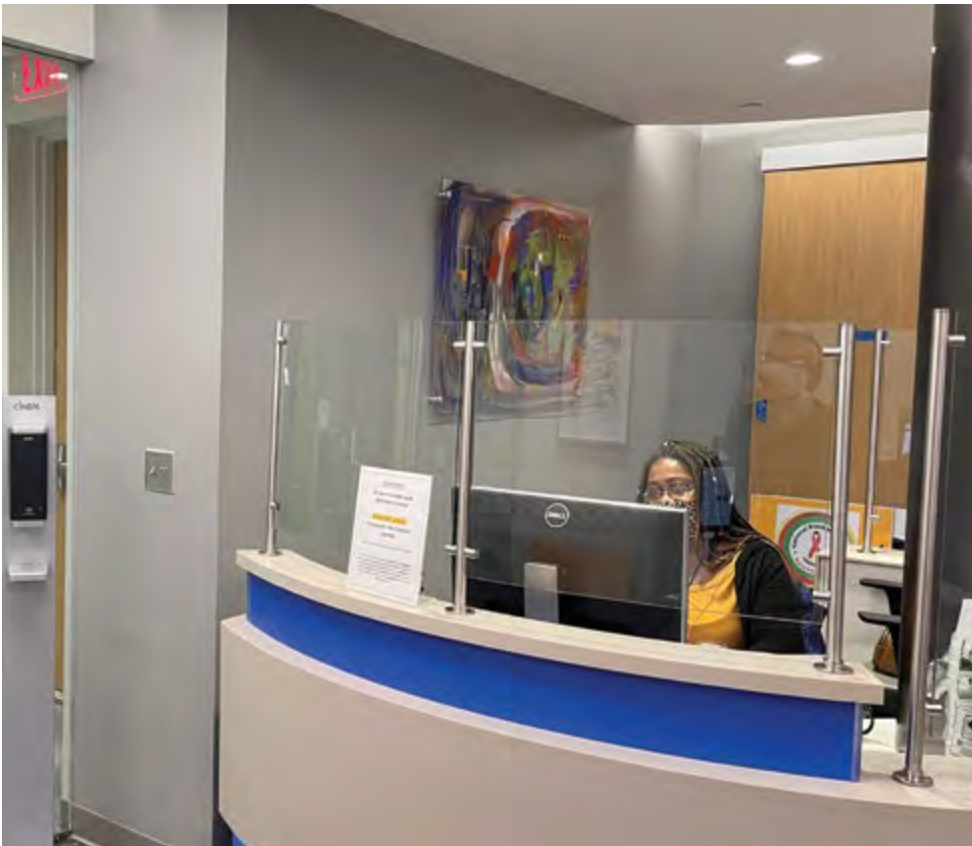
"This," said President and Dean Valerie Montgomery Rice, MD, "is a game-changer."

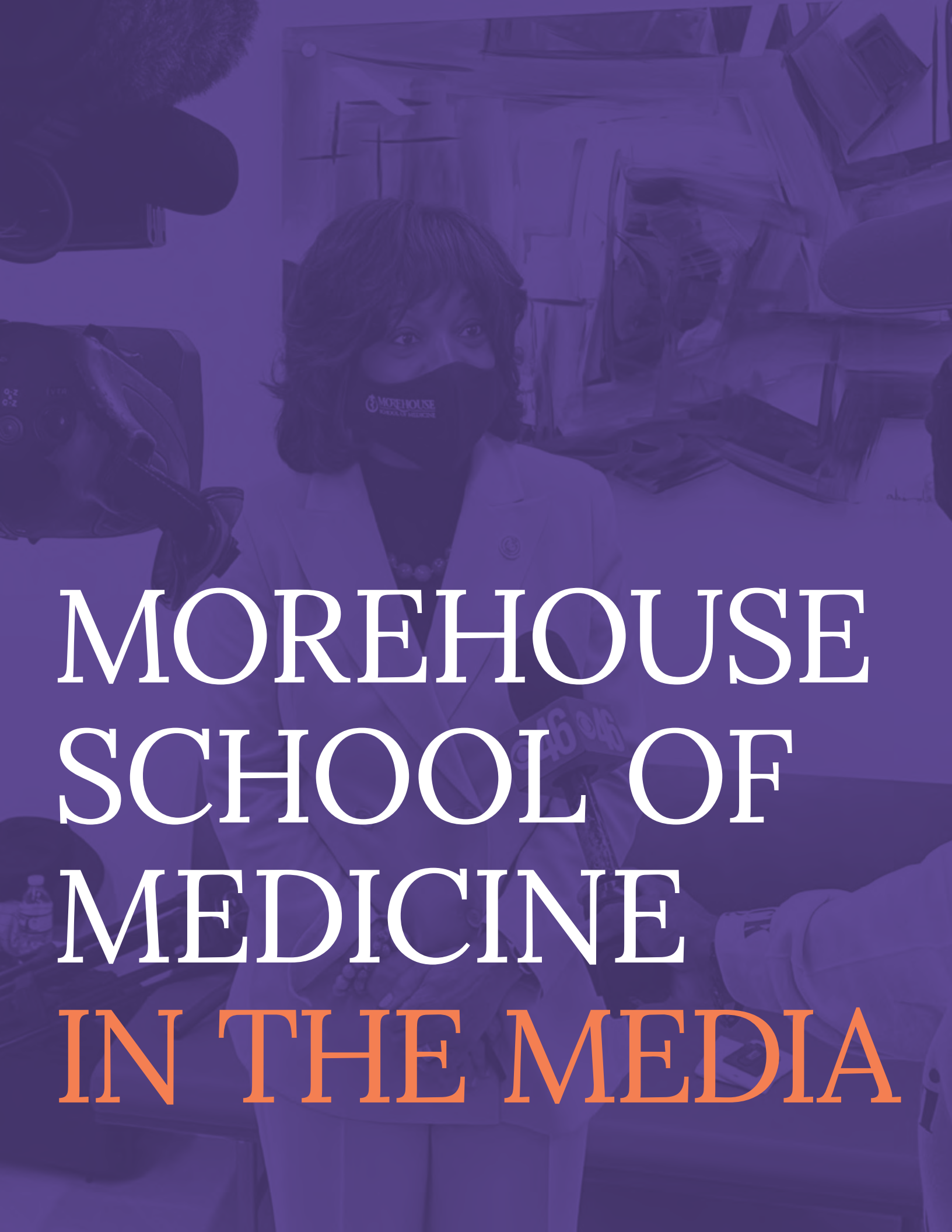


**\$52 MILLION**  
commitment to our  
community



# COMMITMENT TO HEALTH & STRENGTH





MOREHOUSE  
SCHOOL OF  
MEDICINE  
IN THE MEDIA

## In The Media.

As the nation struggled with the dual pandemics of COVID-19 and racial injustice in 2020, Morehouse School of Medicine stood front and center as a leader in care, research, education, and outreach — and attracted the attention of local and national press.

In October 2020, Morehouse School of Medicine’s Office of Marketing and Communications presented the Fiscal 2020 Global Media Relations Blueprint, which detailed plans for pitching and placing feature stories, opinion columns, and white papers with top-tier media outlets. Our efforts resulted in 750 million impressions in a single quarter.

Our people were not only on the front lines of care, but in front of the media. President and Dean, Valerie Montgomery Rice, MD, appeared on *CNN* in January 2020 to help move the discussion from prevention to focusing on the social determinants of existing health disparities. “We all need to understand the communities we care for,” she said during one of several television appearances she made during the year.

In July, a \$40 million grant from the U.S. Department of Health and Human Services Office of Minority Health garnered attention from *The New York Times* and *the Wall Street Journal*. And an Associated Press article about the grant and the program to study COVID-19’s impact on underserved communities was picked up by numerous newspapers and television channels.

Following the September announcement that the school would receive a \$26.4 million scholarship investment over the next four years from Bloomberg Philanthropies’ Greenwood Initiative — the largest gift ever received by Morehouse School of Medicine — MSM was in the news again, with Dr. Montgomery Rice appearing on *MSNBC* with Stephanie Ruhl. Stories also appeared in *The New York Times*, *Black Enterprise*, on *FOX News*, and in other outlets.

“More Black doctors will mean more Black lives saved, and fewer health problems that limit economic opportunity,” said former Mayor of New York City Michael Bloomberg, the founder of Bloomberg Philanthropies.



Morehouse School of Medicine’s participation in the Love Letter to Black America campaign was featured on *NBC* and written about across social media. The conversation we and other HBCUs continued to have about the importance of minority inclusion in vaccine clinical trials was picked up in a *CNN* opinion piece and in more articles in *The New York Times*, on *MSNBC*, and on *WGBH Boston*, the top affiliate station of *PBS*.

The need for diversity among physicians was also a primary discussion for MSM this year, resulting in a *Wall Street Journal* article, “Why We Need More Black Doctors — And How to Get There,” featuring Dr. Montgomery Rice. She also participated in a *CNN* Town Hall on the subject with anchor Don Lemon and Dr. Sanjay Gupta.

MSM’s Dr. Eric Flenaugh was recognized on the cover of *Atlanta Magazine*’s Top Doctors of 2020 issue after designing the care of the COVID-19 patients in the hospital’s ICU.

“The vast majority of our patients have been African-American,” he said. “We’re getting very good outcomes because it’s the type of population we’re used to serving.”

Numerous other Morehouse School of Medicine faculty were featured by such outlets as *Essence*, *The Atlanta Journal-Constitution*, and *CBS* during the year, including Daniel E. Dawes, executive director of the Satcher Institute; Stephanie Miles-Richardson, associate dean for Graduate Education in Public Health; and Lilly Cheng Immergluck, professor of Microbiology, Biochemistry, and Immunology.

In December 2020, Dr. Montgomery Rice received her first vaccine live on-air alongside *CNN*’s Dr. Gupta. She noted that Black scientists and doctors helped develop the vaccine, evaluated the data, and sat on the FDA and CDC advisory boards.

“We are in the room where it’s happening,” said Dr. Montgomery Rice, in a line that sums up MSM’s media presence in 2020.

# SAVING LIVES

A woman with braided hair is shown in profile, wearing a dark face mask and a dark hoodie. The hoodie has the text 'MORRHUET SCHOOL OF MEDICINE' printed on it. The background is a solid teal color.

# ALL THINGS COVID



## Video Offers Guidance on Protecting Yourself from COVID-19 – with Celebrities and Humor



As a community leader in wellness and prevention, Morehouse School of Medicine didn't hesitate to encourage everyone to wear a mask, wash their hands, and socially distance.

But as the holidays approached and the fear of a spike in coronavirus numbers increased in our communities, MSM teamed up with celebrities, actors, and activists in a video to promote one message: "Stay Ya 'Bleep' at Home!"

This video combined the seriousness of the day with humor and featured Yvette Nicole Brown; Roy Wood Jr.; Valerie Montgomery Rice, MD; Soledad O'Brien; Loni Love; Bakari Sellers; Jemele Hill; Dera y McKesson; and Bomani James.

Each emphasized the importance of following CDC guidelines if a holiday trip could not be postponed. Dr. Montgomery Rice provided specifics on how to manage seeing family and friends: "If you must travel during this holiday season, we encourage you to do so safely to protect the ones you love," she said. "First, eat before you get on the plane to avoid taking off your mask as much as possible during the flight. When you land, consider getting a test, but definitely

wear your mask. Wear it throughout the day, even inside, particularly when you're sitting with your family. And of course, if you become symptomatic, you need to quarantine, and yes, consider getting tested."

A variety of communications were shared with the MSM family and the public to minimize transmission. Downloading the Campus Shield app from Google Play or the iTunes app store made it simpler for the MSM community to access updated information.

"While global efforts are currently focused on containing the spread and mitigating the impact of this virus, our goal is prevention and preparedness," Dr. Montgomery Rice said in a memo in March. "An Atlanta University Center Coronavirus Task Force was formed to exchange information and best practices for prevention and preparedness with our colleagues. In addition, we have updated our emergency response processes and developed a business operations plan, in the event that our campus community learns of any coronavirus cases among our faculty, students, staff, or campus visitors."



# "STAY YA 'BLEEP' AT HOME!"

# Morehouse School of Medicine Awarded \$1 Million National Institutes of Health Grant for COVID-19 Community Engagement Research and Health Communications

Morehouse School of Medicine's focus on COVID-19 in ethnic and minority communities received \$1 million in support from the National Institutes of Health (NIH). This allowed MSM to develop a statewide coalition among 12 support teams across the country, part of the NIH Community Engagement Alliance (CEAL) Against COVID-19 Disparities.

This grant supports efforts to combat mistrust and miseducation that can contribute to the spread of pandemics and slow adoption of vaccines.

CEAL research teams will create programs focused on COVID-19 awareness and education research — especially among African Americans, Hispanics/Latinos, and Indigenous Americans — to increase participation in vaccine and therapeutic clinical trials to prevent and treat the disease.

"We have the opportunity to advance community-engaged approaches to outreach, communication, and vaccine trials during unprecedented times," said Dr. Tabia Henry Akintobi, professor of Community Health and Preventive Medicine, associate dean of Community Engagement, and

director of the Prevention Research Center at MSM. "Community co-creation of culturally sensitive outreach, health communication and science from those who are trustworthy is at the core of reducing hospitalization, sickness, and death related to COVID-19."



*"We have the opportunity to advance community engaged approaches to outreach, communication and vaccine trials during unprecedented times."*

*Dr. Tabia Henry Akintobi*

MSM and the 11 CEAL research teams will continue to leverage established relationships between NIH-funded researchers and local community-engaged leaders to help reach underserved communities that might not be located near COVID-19 clinical research recruitment sites.

Dr. Akintobi will serve as lead principal investigator for the Georgia CEAL team and will work with community and these campus principal investigators: Sedessie Spivey, EdD (DeKalb County Board of Health); David Williams, MD, MPH (Southside Medical Center); and Robert Bednarczyk, PhD, MPH (Emory University). Their collaborative teams will be guided by a Community Coalition Board designed to ensure that research and outreach processes and findings are translated with, co-created by, and relevant to communities.



# Gilead and The Satcher Health Leadership Institute Partner in Racial Inequities Study

The emergence of the COVID-19 pandemic shined a light on existing health inequities and exacerbated those problems, particularly in Black and brown communities. This prompted a \$1 million partnership with Gilead Sciences and the Satcher Health Leadership Institute at Morehouse School of Medicine to understand the impact of the COVID-19 pandemic on Black communities and to support the creation of a Black Health Equity Alliance.

The Alliance is composed of thought leaders, community representatives, scholars, researchers, and policymakers.

“The partnership with Morehouse School of Medicine is a mapping product,” said Douglas Brooks, Vice President, Advancing Black Equity and Community Engagement at Gilead Sciences. “It is very connected to a project that we have in HIV called AIDS View, where we map HIV infections across the United States. We’re going to do the same with COVID-19.”

Morehouse School of Medicine compiles the data and puts it on a platform that will be available for public viewing and information and use. “With Gilead’s help, we believe this will be a game-changer,” said Daniel E. Dawes, JD, executive director, Satcher Health Leadership Institute. “Because for the first time ever in this country’s history, we will be able

to track health inequities and use that to ensure that communities of color have the resources they need to reach their optimum levels of health.”

The disproportionate impact of COVID-19 on communities of color in the U.S. is yet another sign that attention must be paid to society’s health disparities.

“We need to ensure we have data, because our policy-makers believe that if there is no data, there is no problem,” Dawes said. “And if there is no problem, there is no attention brought to the issue and no resources that can be assigned to the problem. We now will work to create this database and we will be able to get more evidence so that we can inform policies moving forward.”

Dawes said the Satcher Health Leadership Institute will be able to collect data for chronic diseases that have been putting communities of color at greater risk of dying from COVID-19. Unlike other tracking systems, this database will provide an equity lens that other systems have not.

“We hope to accomplish a more healthy, equitable, and inclusive society,” said Dawes. “We hope that with this data, we will be finally able to move that health equity needle forward.”



# DATA PROVIDING SOLUTIONS

# HEALTH INEQUITIES

## Google Awards \$1 Million Grant to Study Racial Impact of COVID-19

Google awarded \$1 million to the Satcher Health Leadership Institute to collect and analyze data that reveals the root causes of why communities of color were disproportionately harmed by COVID-19.

Google engineers and data scientists worked for six months to build a database with a breakdown of the virus' impact by race, ethnicity, gender, socioeconomic status, and other factors. The goal is to help policymakers better understand how to ensure those communities receive the targeted help and resources they need, and to close gaps in health equity.

This project mapped data on the trajectory of COVID-19 cases, hospitalizations, and deaths across the U.S., including its territories, to better understand and address entrenched health inequities in disproportionately impacted communities.

"In creating a comprehensive, interactive, public-facing COVID-19 Health Equity Map of the United States, this partnership goes beyond showing the disparate impact of the virus," said Daniel E. Dawes, JD, executive director, Satcher Health Leadership Institute, and principal investigator of this grant award. "By looking at the social and political determinants of COVID-19 outcomes, we can inform resource allocation and management, jurisdictions' response and mitigation strategies, testing, contact tracing, and overall implications for health equity for vulnerable populations."



## CDC Foundation and The Satcher Health Leadership Institute Address COVID-19 Health Inequities

Following the announcement of the \$1 million Google grant, Morehouse School of Medicine's Satcher Health Leadership Institute partnered with the CDC Foundation emergency response fund to establish the Health Equity Task Force to document the impact of COVID-19 on communities of color.

The need was great, given the challenge inherent in collecting demographic and other data on COVID-19 during the pandemic.

The Health Equity Task Force is devoted to monitoring and assessing the disparate impacts on vulnerable populations, including, but not limited to racial and ethnic minorities, people living with disabilities, those of lower socioeconomic status, and other at-risk populations.

There are four key components to the program:

- Develop standardized, evidence-based practices for developing socio-culturally responsive resources
- Work with Google.org to establish a multisector data consortium devoted to COVID-19's impact on vulnerable populations and provide data to understand geographic, racial, and socio-economic disparities and social determinants of health at the individual, county, state, and national levels
- Analyze policies that either hurt or help COVID-19 outcomes
- Understand the mental and behavioral health equity component of COVID-19's impact

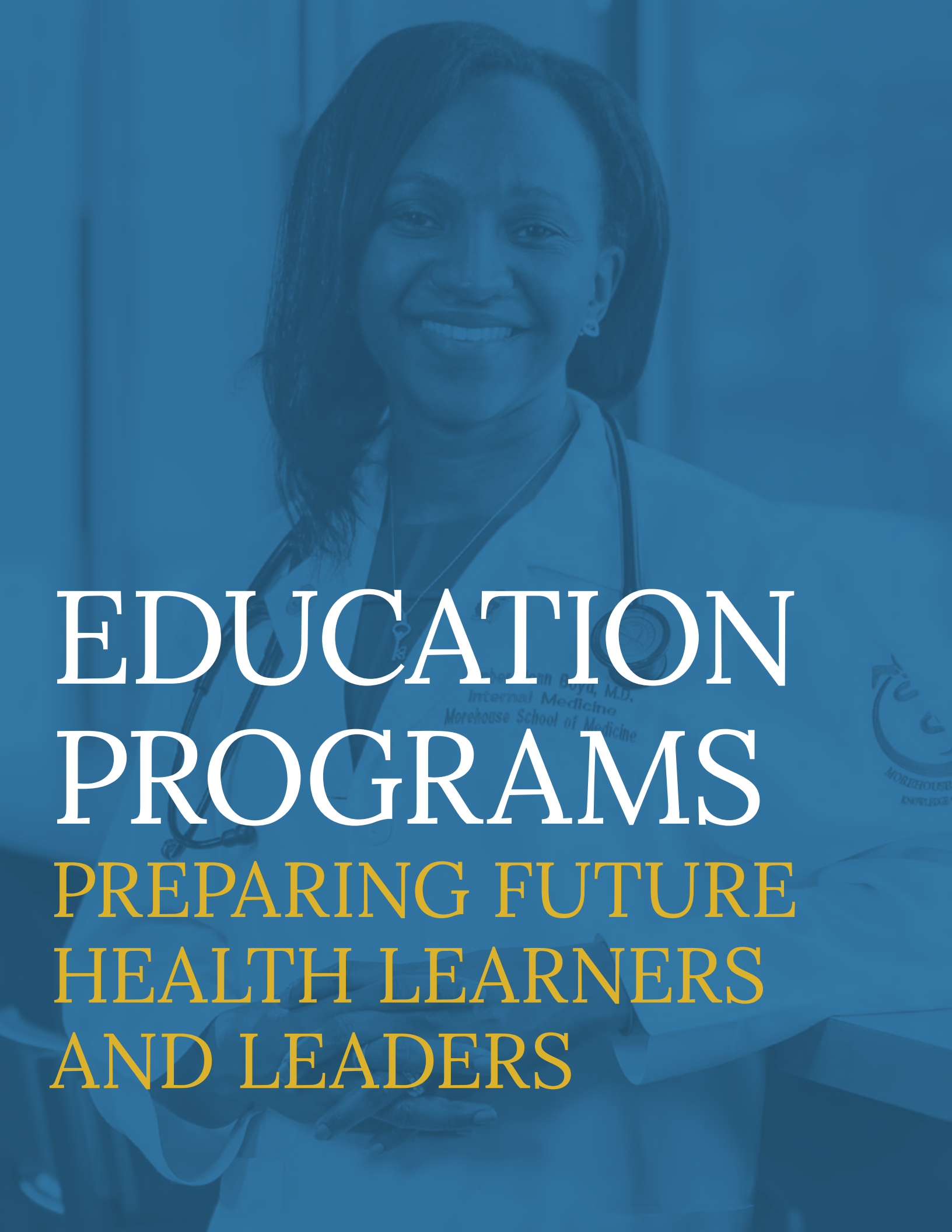
The research will allow MSM to understand this pandemic and develop strategies for future scenarios responses are inclusive.

# THE IMPACT OF RACIAL INEQUITY



Country, or	Total Cases	New Cases
d	157,600,825	+73,
	33,418,826	
	21,892,676	+6,0
	15,087,360	
e	5,747,214	





# EDUCATION PROGRAMS

PREPARING FUTURE  
HEALTH LEARNERS  
AND LEADERS

## Doctor of Medicine

In a nurturing and student-centered environment, the Morehouse School of Medicine's Doctor of Medicine (MD) Degree Program provides an exceptional education for individuals who are passionate about improving the health and well-being of citizens in their communities — and across the country.

A Doctor of Medicine degree from MSM signals a mastery of key concepts and essential skills and the demonstrated medical professionalism necessary for the prevention, diagnosis, treatment, and management of common medical problems.

Morehouse School of Medicine strives to attract the best and brightest candidates, especially prospective students from communities that have been historically underrepresented in the medical field. Our MD program received more than 8,000 applications during the 2020–2021 academic year. This 25 percent increase in demonstrated interest, as compared to data from 2019–2020, is far higher than the national average, which was about 15 percent for the same period.

Total student enrollment in Fall 2020 was 680 students across all programs, and our community of adjunct faculty — one of



the greatest strengths of MSM — has increased to more than 600 exceptional educators. The class size of the MD program also saw growth and welcomed 105 students to learn and train with us at Morehouse School of Medicine.

Whether pursuing an MD or one of the many dual-degree programs offered at MSM — such as the MD/PhD in Biomedical Sciences, MD/MPH, or the MD/MSCR or MSCR/PhD — our graduate students benefit from a low student-faculty ratio, which helps to support learners on their paths to developing and recognizing their full potential to become compassionate medical practitioners.



# Physician Assistant Studies

Led by Founding Program Director Pangela H. Dawson, PhD, MSPAS, PA-C, the Physician Assistant Studies (PAS) program at Morehouse School of Medicine was formally launched in 2018 with a cohort of 20 students who will graduate in 2021. Driven by vision, mission, and legacy, the PAS program will see its pioneering inaugural class off with master's degrees in chosen majors such as: allied health, biology, biological sciences, biomedical sciences, chemistry, exercise science, health science, psychology, radiology, sports medicine, and neuropsychology.

MSM recognizes that physician assistants are vital to patient-centered wellness and serve as essential links to broadening access to health care, particularly in rural and underserved areas.

The curriculum of the 26-month-long, full-time Physician Assistant Studies program is rigorous and comprehensive, and includes core foundational coursework and supervised clinical practice experiences.

Working in hospitals, community health centers, schools, nursing homes, and federal agencies, a practicing physician assistant with a Master of Science in Physician Assistant Studies degree from MSM can play a crucial role in advancing

the cause of health equity and addressing community health needs by working with physicians to provide quality diagnostic and therapeutic patient care services.

The training and graduating of PAs from diverse backgrounds is helping to improve diversity in the healthcare workforce across the state of Georgia and throughout the country.



In July 2020, the Morehouse School of Medicine Physician Assistant program received a Primary Care Training and Enhancement Grant of \$1.5 million from the Health Resources & Services Administration, part of the U.S. Department of Health and Human Services. These funds were earmarked for supporting the Physician Assistant Leader Superstar (PALS) training program that provides

PA students with innovative instruction that emphasizes integrated primary care and behavioral health with a pipeline to rural healthcare practices following graduation.

Fundamental to our PAS program is the notion that the education each student receives empowers them to prioritize and address community health outcomes through civic engagement, ethical leadership, and global social responsibility.



# PATIENT-CENTERED HEALTH



# Graduate Education in Biomedical Science

Morehouse School of Medicine offers several customizable degree programs for medical students who aspire to work and lead in a clinical practice setting or in health-related research, be it basic biomedical, clinical, or translational, or in academia, government science, biomedical sciences, or medicine.

The educational objectives of all Graduate Education in Biomedical Science (GEBS) programs are to:

- Promote a deep and integrated understanding of the biological sciences and their implications on the advancement of health and biomedical science
- Strengthen critical analysis and reasoning skills and the application of these skills to the design and execution of scientific inquiry relevant to specific biomedical disciplines
- Generate and effectively communicate scientific knowledge relevant to specific biomedical disciplines
- Develop a commitment to life-long learning and career pursuits within health and biomedical science disciplines
- Foster a commitment to health equity

Directly addressing our GEBS students in 2020 before his passing, Rep. John Lewis, steadfast champion for civil rights and health equity, wrote, “More than ever, we need leaders in our healthcare system who will fight for equality and diversity. Morehouse School of Medicine has always served as a beacon of support and academic excellence and I am excited to welcome you to our community.”

Our GEBS students carry his mantle and are dedicated to using their PhD and MS credentials to advance health equity and create more positive outcomes for patients. Upon graduation, each will possess a deep understanding of biomedical science, will be qualified to engage in scientific inquiry and research and will be able to apply content and research expertise to the advancement of biomedical disciplines.

With state-of-the-art research and teaching facilities, faculty and staff members who are dedicated to the success of each student, informal learning communities facilitated by faculty mentors to build graduate student camaraderie, morale, and self-confidence and to enhance academic, interpersonal, leadership, and critical thinking skills, GEBS students are well-positioned to thrive in their chosen career paths and carry on the noble traditions of medicine and science.



**CREATING MORE  
positive outcomes for  
PATIENTS**



# BECOMING LEADERS

## Graduate Education in Public Health

By pairing foundational public health theory with evidence-based practice strategies in support of Morehouse School of Medicine's mission, the Master in Public Health (MPH) program trains and supports future public health leaders who are fluent in community-focused public health practices, particularly in underserved communities.

Established in 1995 to address the shortage of underrepresented minorities in leadership positions in the field of public health, then accredited in 1999 by the Council on Education for Public Health and reaccredited in 2007, our MPH program provides service-oriented scholars with the knowledge and skills required to advance in rewarding public health careers.

Graduates of the program often choose satisfying positions in community-based organizations, as well as local, state, national, and international agencies.

Before proudly donning a blue blazer upon graduation, Master of Public Health program students may be found wearing one of our "I Am Public Health" t-shirts as they actively engage with service organizations and institutions online or in person or connect with MSM alums already working in the field.



### *Silver Linings*

During the early days of the COVID-19 pandemic, the Morehouse School of Medicine Master of Public Health program was recognized for the all-virtual events presented in collaboration with the American Public Health Association for National Public Health Week.

And in April 2020, the Morehouse School of Medicine Master of Public Health Program was named the top-ranked HBCU public health program in the country by *U.S. News & World Report*.

In the fall of 2020, the Master of Public Health program at MSM kicked off its 25th Anniversary year.



*Public Health  
Program was named  
the top-ranked HBCU  
public health program  
in the country by  
U.S. News &  
World Report.*

## Public Health in Pandemic Year

Throughout the pandemic, students and faculty in the Graduate Education in Public Health (GEPH) program saw the need for qualified and compassionate public health practitioners in a new light, as the nation — and world — reeled from the crisis of a novel coronavirus.

Director of the Master of Public Health Program Dr. Stephanie Miles-Richardson was seen and heard often in local and national media — including *The Atlanta Journal-Constitution*, *FOX 5 News* in Atlanta, *WCLK* and *WABE*, *Fortune*, *Politico*, and *The Huffington Post* — discussing matters of public health, the impact of COVID-19 on minority communities that were already challenged, and the importance of collecting accurate data to inform our understanding of how members of different ethnic and racial groups have been affected so health inequalities can be understood and eliminated in the future.



# Online Education and Expanded Programs



Designed to meet the needs of working professionals with demanding schedules, Morehouse School of Medicine's Online Education and Expanded Programs (OEEP) have offered high-quality education options for the 21st-century learner. In a pandemic year, when travel and in-person activities have been limited and the need for skilled practitioners and researchers has grown, the OEEP has been a lifeline to medical and health professionals seeking exceptional continuing education.

Morehouse School of Medicine launched its Master of Science in Biotechnology (MSBT), Executive Master of Public Health (eMPH), and Process of Drug Development Certificate online learning platforms in 2019 and has seen a significant increase in applications across its portfolio of degree and certificate programs. With remote learning options that provide access to world-renowned faculty, industry experts, and valuable required and elective coursework, MSM has met the needs of

students who need flexible choices for their education.

During the summer of 2017, Morehouse School of Medicine (MSM) opened another site to provide services to the community of Columbus, GA. We have built partnerships with Columbus Regional Hospital, which provides rotations in pediatrics, family medicine and OB/GYN. MSM's Columbus site provides students invaluable experience and is a testament to MSM's mission to train doctors that will be able to treat patients from various backgrounds with a focus on serving the underserved in rural communities in the state of Georgia.

Launched in partnership with Eli Lilly and Company, the fully online Making Medicines: The Process of Drug Development Certificate program provides students with an acute understanding of the drug discovery and development is geared toward students with an interest in health and science.



# PROFESSIONAL EQUITY

## *Groundbreaking Partnership with the Department of Health and Human Services*

Assistant Dean for Online Education and Expanded Programs Angelita Howard, EdD, MBA-PM, MA, announced a partnership with the U.S. Department of Health and Human Services (HHS) to provide web-based graduate degree programs in public health and biotechnology for the federal agency. This continuing education benefit enables more than 114,000 of HHS's employees and contractors to enroll in the online eMPH or the MSBT degree program and receive a 10 percent discount on their tuition.

By collaborating with HHS in this professional development initiative, Morehouse School of Medicine's OEEP enables professionals working in the public sector to better serve communities and promote health equity across the country.

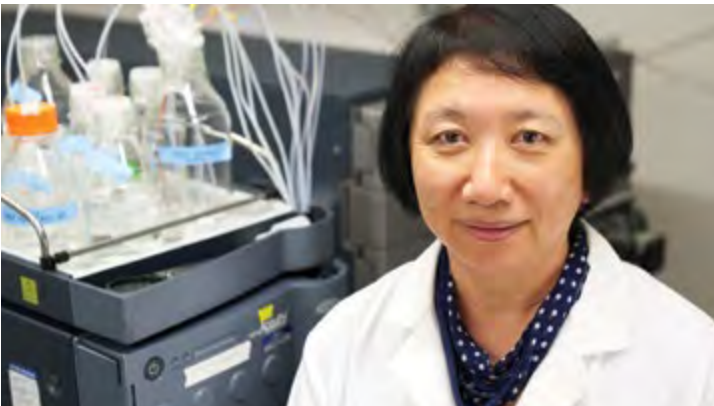
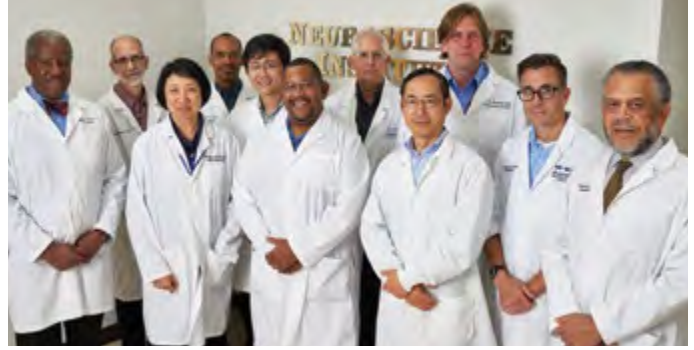




RESEARCH

TRANSLATING  
DISCOVERY INTO  
HEALTH EQUITY

# RESEARCH



*Morehouse School of Medicine leads rigorous basic science, clinical, community health, and policy research projects to improve the health and well-being of all.*

# WORLD-RENOWNED RESEARCHERS

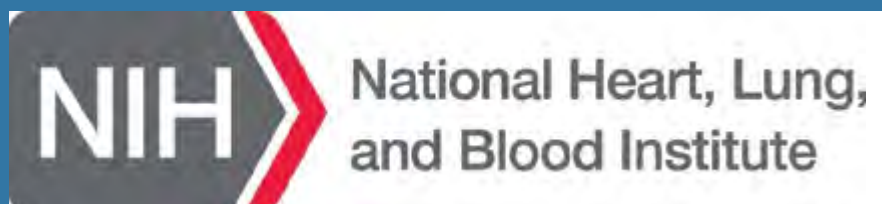
From the genetic epidemiology of cardiovascular disease in ethnic populations to the physiology of sleep disorders, Morehouse School of Medicine leads rigorous basic science, clinical, community health, and policy research projects to improve the health and well-being of citizens around the world.

By partnering with more than a dozen highly respected institutions, MSM's research portfolio in cancer, cardiovascular disease, neuroscience, and HIV/AIDS, among other topics impacting underserved communities, is well-established and world-renowned.



## *32nd Dr. Curtis L. Parker Student Research Symposium*

George A. Mensah, MD, FACC, a senior advisor in the Immediate Office of the Director at the National Heart, Lung, and Blood Institute (NHLBI), part of the National Institutes of Health (NIH), presented the keynote address at the 2020 Dr. Curtis L. Parker Student Research Symposium. A clinician-scientist and public servant who specializes in internal medicine and cardiovascular diseases, Dr. Mensah delivered remarks under the headline of "Turning Discovery into Health: The Need to Move from Incremental Improvements to Transformative Health Impact for All."







## Morehouse School of Medicine President and Dean Stands with Healthcare Leaders in Call for Action

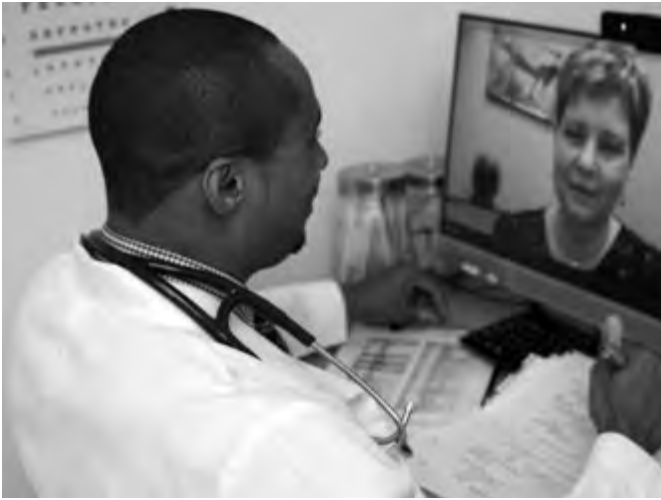
Morehouse School of Medicine President and Dean Valerie Montgomery Rice, MD, co-signed an op-ed published in USA Today. Written in collaboration with other Black medical leaders and academics, the essay cites how COVID-19 “is radically exacerbating the deadly consequences of racial and socioeconomic disparities in health and health care in America, creating a crisis within a crisis,” and offers a five-step solution for protecting our nation’s most vulnerable citizens and eliminating health disparities that vary by community.

## This Is What a Hero Looks Like

Self-described “interdisciplinary health equity champion” and fourth-year PhD candidate Olayinka Adebayo, MD, was featured in Bill Haney’s book, *This Is What a Hero Looks Like*, a photographic companion to the award-winning documentary, Jim Allison: Breakthrough that spotlights cancer scientists and their lives.

Dr. Adebayo began her medical education in Nigeria and came to the U.S. to continue her studies at Morehouse School of Medicine. In her fourth year of graduate studies, and with a demonstrated interest in biomedical science in oncology, she intends to earn a PhD, Biomedical Sciences, and a Master of Science in Clinical Research.





## “Black Folks Have Been Trying to Tell You That Data Is Political”

Daniel E. Dawes, JD, executive director of the Satcher Health Leadership Institute at Morehouse School of Medicine, penned an op-ed for Essence that puts in historical context the health crisis of COVID-19 as experienced by people of color. He noted, “COVID-19 does not discriminate, but our current economic and social policies do.”

His writing argues that data being collected now must be analyzed and understood through the lenses of race and ethnicity, socioeconomic and insurance status, and other demographics to properly face the sociopolitical determinants of health that have resulted in damaging inequities experienced for generations by people of color.



## Morehouse School of Medicine Researchers Explore Natural Products to Fight COVID-19

The Natural Products Research Center’s Emerging Pathogens Program at MSM is exploring the potential use of natural herbal extracts to treat patients with coronaviruses such as COVID-19.

By partnering with Ultimaxx Health and Southwest Research Institute (SwRI), Dr. Michael Powell, professor in Morehouse School of Medicine’s Department of Microbiology, and other researchers at MSM have access to state-of-the art laboratory facilities for research and testing.

As COVID-19 targets the body’s immune system in a manner similar to HIV, MSM researchers are collaborating with Senegal-based Prometra, a company that has been studying plant-based treatments for HIV, on potential treatments for COVID-19.

**STATE-OF-THE-ART  
laboratory facilities  
for research and testing**



# FIGHTING COVID-19

## Morehouse School of Medicine's Center for Maternal Health Equity Partners with Healthy Mothers, Healthy Babies

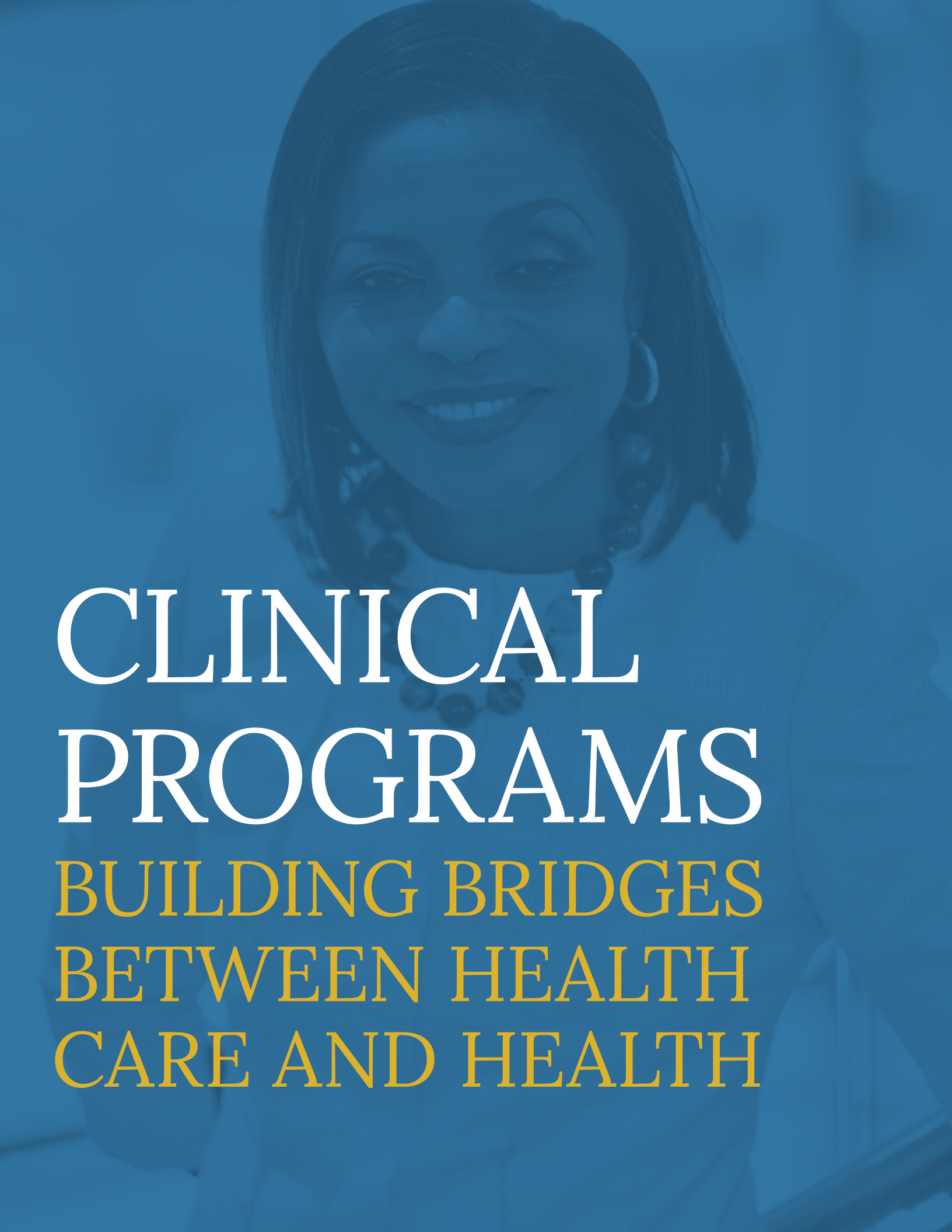
Timed to coincide with Black Maternal Health Week in April 2020, the Healthy Mothers, Healthy Babies Coalition of Georgia (HMHBGA) released a digital toolkit called, "Navigating COVID-19: Resources for Pregnant and Postpartum Families." Morehouse School of Medicine was one of several Georgia-based partners to contribute to its content.

Natalie D. Hernandez, PhD, MPH, assistant professor and interim director at the Center for Maternal Health Equity at MSM, co-authored an essay with Amber Mack, MSW, of HMHBGA for *The Atlanta Journal-Constitution* titled, "Black Mothers Expected to Fare Worse in Pandemic."

Their opinion piece described how Black and white women experience pregnancy and birth differently — just as the pandemic in the U.S. has hit communities of color more severely than others. They suggested that "advancing equity in maternal health and health outcomes requires multifaceted approaches that address systemic barriers," and these approaches are applicable to the country's response to the coronavirus. "While disparities around maternal mortality and COVID-19 death rates are impacted by pre-existing conditions that Black people are more likely to experience...it is important to understand that these pre-existing conditions do not happen spontaneously or in a vacuum."



# ADVANCING EQUITY IN MATERNITY

A woman with dark hair, wearing a necklace and hoop earrings, is smiling. The image is overlaid with a semi-transparent blue filter. The text is centered over the image.

# CLINICAL PROGRAMS

BUILDING BRIDGES  
BETWEEN HEALTH  
CARE AND HEALTH

# CLINICAL PROGRAMS



*Clinical Affairs at Morehouse School of Medicine encompasses the Graduate Medical Education program and faculty clinical services at Morehouse Healthcare, as well as Grady Memorial Hospital and other metro Atlanta hospitals where we work to put health equity into action.*

# NATIONAL RECOGNITION

Clinical Affairs at Morehouse School of Medicine encompasses the Graduate Medical Education program and faculty clinical services at Morehouse Healthcare, as well as Grady Memorial Hospital and other metro Atlanta hospitals where we work to put health equity into action.

Following the national recognition Morehouse Healthcare received in 2018 by the National Committee for Quality Assurance as a NCQA Patient-Centered Medical Home, we have continued to offer the highest level of primary care through a combination of teamwork and information technology to improve patients' experience of care and reduce costs.

And with the onset of the COVID-19 pandemic, MSM's Clinical Affairs promoted the Morehouse Healthcare Telehealth Program, launched in 2018, as a convenient and safe way for patients to connect with Morehouse Healthcare's doctors. The physicians also used remote monitoring and videoconferencing technology to provide services to patients in underserved communities. Dr. Walkitria Smith, medical director, Morehouse Healthcare Telehealth Program, spoke about this on *FOX 5 News* in Atlanta.

The COVID-19 pandemic exacted a heavy toll on MSM's physicians as Grady and other hospitals in the Atlanta area worked beyond full capacity to treat patients during

the pandemic. In March, Bank of America committed \$100 million in philanthropic grants to local organizations to focus on food insecurity, medical response capacity, and the support of vulnerable populations. As of August 2020, \$500,000 in funding had been received by Grady Health System, along with a donation of 20,000 face masks.

More recently, another donation of \$2.1 million from Bloomberg Philanthropies, following the \$26.4 million the organization donated to MSM to alleviate student debts, is funding expansion of our coronavirus vaccination efforts in minority communities.

The donation allows for the purchase of additional mobile vaccination units. As of April 2021, Morehouse had vaccinated 5,200 people with plans to increase the number of shots we give up to 1,000 per week.

Morehouse School of Medicine and five other Historically Black colleges and universities also shared in a three-year, \$15-million investment by the Bill & Melinda Gates Foundation, made in partnership with the Just Project, which aims to increase access to COVID-19 diagnostic testing for HBCU campuses and communities by helping to strengthen the workforce, among other benefits.



# Graduate Medical Education

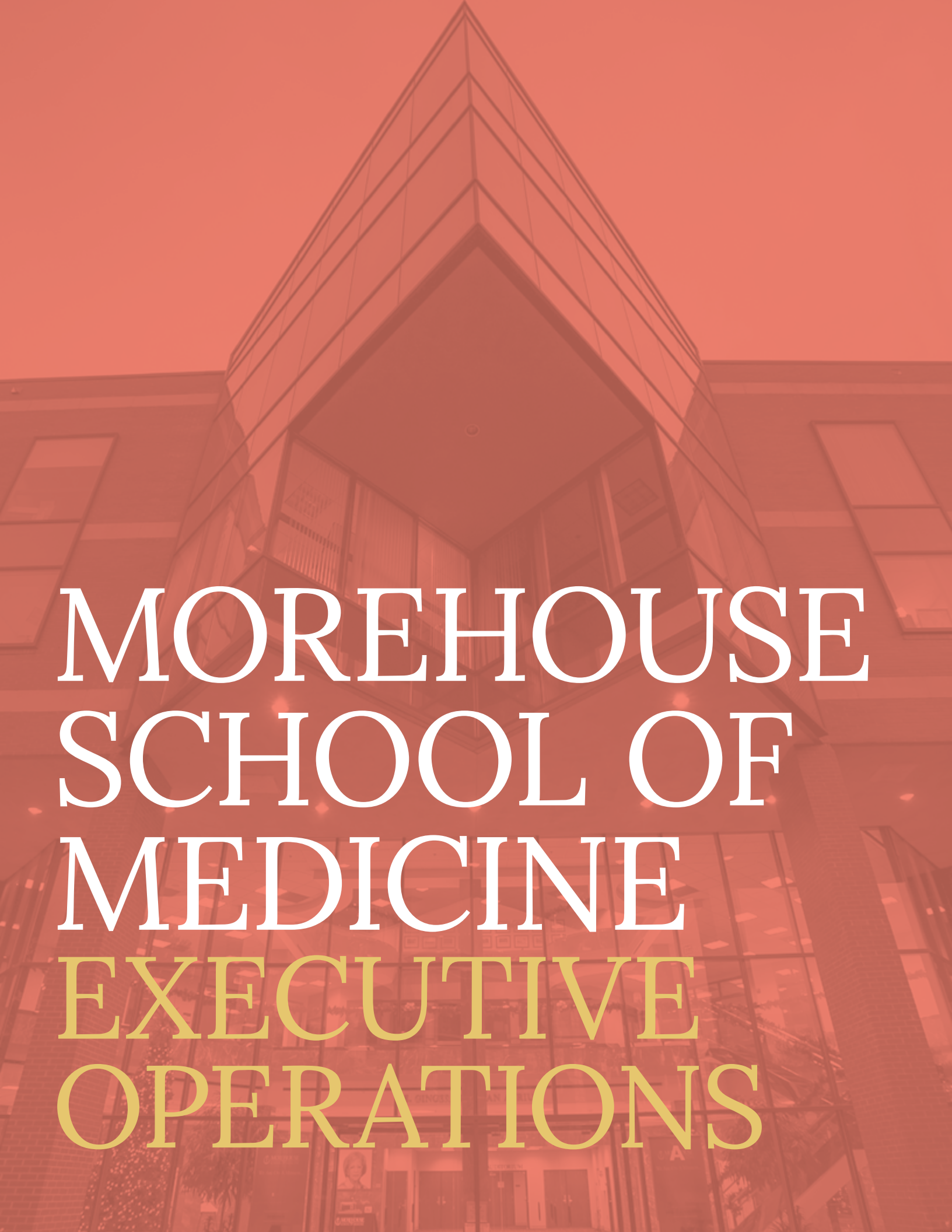
The Graduate Medical Education Office (GME) supports and provides oversight to all of its ACGME-accredited residency programs, and since 1981 more than 900 trainees have graduated from Morehouse School of Medicine's program, with half of them going into primary care. The Graduate Medical Education Office was established in 1988 under the leadership of its current director, Dr. Yolanda Wimberly, associate dean of Graduate Medical Education and ACGME-Designated Institutional Official. The program currently has 178 residents, fellows, and interns training and practicing across seven residency and three fellowship programs.

The GME office works to transform medical students into independent practitioners, and is affiliated with some of the most prestigious hospitals in and around the Atlanta area, including Grady Memorial Hospital, Emory Health Care, WellStar Atlanta Medical Center, Emory Decatur Hospital, Carl Vinson VA Medical Center, Atlanta VA Medical Center, and others.

By practicing at these notable facilities and under the guidance of Morehouse School of Medicine's esteemed faculty, GME works toward MSM's wider mission of offering culturally competent and compassionate care to those in need and develops leaders who can envision innovative approaches to improving health care and promoting the advancement of health equity.



MAKE  
A LASTING  
IMPACT.



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MEDICINE  
EXECUTIVE  
OPERATIONS



## Office of the President and Dean

It was clear from early on that 2020 would not be business as usual at Morehouse School of Medicine. In February, the Board of Trustees voted to extend the institution's strategic plan, "Excellence Through Health Equity," until June 30, 2023, a mission that proved even more important this year as COVID-19 spread. The pandemic revealed to the nation a "crisis within a crisis," and what Morehouse School of Medicine has known and said for decades: The battle for the advancement of health equity in underserved and underinsured populations in the U.S. is one that cannot be ignored. This year, more than ever before, MSM would lead the charge on the front lines.

President and Dean, Valerie Montgomery Rice's focus during the pandemic became two-fold: First, she implemented processes to protect the health and safety of students, trainees, faculty, and staff, while still pursuing MSM's mission. And second, she raised her voice to ensure accurate information about COVID-19 and the vaccines was disseminated to the public and that underserved communities were a key focus of research, treatments, and vaccine distribution.



## How to Re-Open Safely

The health and safety of students, faculty, and staff were the highest priority. The campus moved to online distance learning in March. Still, Dr. Montgomery Rice's office worked quickly on a plan for how to bring people back. She relied on science, establishing a campus testing policy, initiating social distancing and modified work schedules, and in June, Morehouse School of Medicine partially re-opened with a blend of virtual and in-person work.

As the other schools in the Atlanta University Center Consortium (AUCC) opted to move to all-virtual learning, MSM realized the importance of addressing this and future health crises in person. "We must live out our unique mission to give our students the hands-on instruction they will need to care for the people we are committed to serve," said Dr. Montgomery Rice, and MSM served as a model for the reopening of other academic institutions around the country. In July, MSM welcomed its largest ever incoming class, with 105 students, nearly half of which are Black men. This marked the third-straight year that MSM hit a benchmark on the Road to 100 initiated in 2017. In fall 2020, MSM successfully continued a mix of online and in-person learning.



## Bringing Attention to the Mission

Dr. Montgomery Rice recognized the unique moment the pandemic created to further MSM's mission and vision of advancing health equity. In April, she joined 13 other Black medical leaders across the country to author a *USA Today* op-ed — a call-to-action urging the U.S. government and healthcare officials to provide coverage and assistance to the underserved and underinsured.

With this and several other editorials — some penned in conjunction with the presidents of other Historically Black Colleges and Universities — as well as her appearances on *CNN* at coronavirus town halls, on *MSNBC*, and *WGBJ* in Boston, Dr. Montgomery Rice became a leading figure in calling attention to the continued disparities in health care. She also strove to ensure that minorities and the underserved weren't left out of vaccine trials and research. In December 2020, she received her first vaccine alongside *CNN*'s Dr. Sanjay Gupta on live television in yet another effort to demonstrate to wary communities that the shots are safe and effective.

Additionally, Dr. Montgomery Rice called attention to the need for more diversity in medicine as the focus of a *Wall Street Journal* article, "Why We Need More Black Doctors—And How to Get There" and as the author of a January 2021 *Journal of the American Medical Association* article.

Along with other AUCC leaders, Dr. Montgomery Rice also spoke out about the deaths by police of George Floyd, Breonna Taylor, Ahmaud Arbery, and others, noting that "we must ensure that we empower the Black community through health and education. This is who we are, and this is what we do at Morehouse School of Medicine."



## Office of Institutional Advancement

As the United States grappled with the dual pandemics of COVID-19 and racial injustice during 2020, communities of color remained disproportionately impacted, with Black patients three times as likely as whites to contract the novel coronavirus—and twice as likely to die from it.

During this time, Morehouse School of Medicine remained a leader and an authoritative voice while providing culturally competent care, educating diverse medical professionals, engaging in cutting-edge research, and innovating the clinical experience. To support this groundbreaking work, the Office of Institutional Advancement cultivated and solidified gifts, grants, and partnerships from numerous government entities, corporations, individuals, and foundations.

With the help of campaign co-chairs, campaign council, Trustees, faculty, staff, and other stakeholders, Morehouse School of Medicine moved forward with the first-ever, multi-year, multimillion-dollar comprehensive campaign, “IMPACT: The World Needs What We Do Best.” By December 31, 2020, MSM raised \$95 million.



# LEADERS AND AUTHORITY

# GIFTS. GRANTS. PARTNERS.

Here is a look at some of the most notable gifts, grants, and partnerships from 2020:

- Morehouse School of Medicine entered into a \$100-million, 10-year, groundbreaking partnership with CommonSpirit Health to develop and train more Black physicians to respond to the COVID-19 pandemic and mitigate its impact on underserved communities.
- The U.S. Department of Health and Human Services Office of Minority Health (OMH) awarded MSM \$40 million to fight COVID-19 in racial and ethnic minority, rural, and socially vulnerable communities. MSM and the OMH are coordinating a strategic network of national, state, territorial, tribal, and local organizations to deliver COVID-19-related information to communities hardest hit by the pandemic.
- \$26.4 million in scholarship funds for Black medical students at MSM from Bloomberg Philanthropies' Greenwood Initiative, which aims to support the creation of Black wealth.
- A \$1.5 million grant from the Bill & Melinda Gates Foundation, as part of the national rollout of Thermo Fisher Scientific's \$15 million investment in COVID-19 testing at Historically Black colleges and universities.
- A \$1.1 million grant from Truist Corporation and the Truist Foundation to increase the institution's capacity for telehealth services and to support MSM's first year of digital epidemiology work.

- A \$500,000 grant from the W.K. Kellogg Foundation, to support the Satcher Health Leadership Institute's Political Determinants of Health (PDOH) framework, which brings together key decision-makers to provide critical, real-time information that can transform inequitable health systems during and after the COVID-19 pandemic.
- An in-kind gift of more than \$270,000 from Peloton, the interactive fitness company, for 885 individual, digital, two-year fitness memberships for all MSM students and residents.
- A \$200,000 grant from Bank of America, to upgrade the school's technological infrastructure, allowing for continuity of operations for learners and researchers during and after the COVID-19 pandemic.

With the COVID-19 vaccine making its way to the public, there are reasons to be optimistic. But Morehouse School of Medicine's mission — and funding of it — will remain urgent in the years to come. The Office of Institutional Advancement remains well-positioned to continue this work, and generate strong financial support for our students, faculty, staff, facilities, research, and programs.

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# Office of Strategy and Institutional Effectiveness



## Employee Engagement Action Plan

The OSIE also initiated the implementation of the Employee Engagement Action Plan, bringing the institution one step closer to meeting the goal of making Morehouse School of Medicine “an employer of choice.” Developed from the results of the climate survey completed in 2017, the plan was put on hold early in 2020 due to the pandemic, but OSIE re-started the implementation in July, focusing on three key priorities: recruitment and retention; professional development; and workplace culture and governance.

The Office of Strategy and Institutional Effectiveness (OSIE) continuously reviews and assesses the internal culture of Morehouse School of Medicine and establishes goals for ongoing, systematic, integrated improvements that are in line with the institution’s mission and vision.

## Enterprise Data Warehouse

Among the ongoing projects undertaken by the OSIE under the leadership of Vice President David Hefner, Morehouse School of Medicine completed Phase 1 of the development of an Enterprise Data Warehouse (EDW), which is now operational, and have begun Phase 2. The EDW is a series of technological platforms that integrate data institution-wide into one warehouse and allow MSM to employ predictive analytics in decision-making around future actions to better promote health equity. Through data and machine learning, MSM will be able to determine how current decisions will impact MSM and the communities it serves in three to five years.



## Leading the MSM Way Charter

Among the office’s most important priorities is development of our leaders. To that end, OSIE facilitated the second Dare to Lead retreat in July. Built around The New York Times bestselling author Brené Brown’s book, the retreat resulted in a plan to develop the “Leading the MSM Way” charter. Encapsulating and building on the lessons learned over the past seven years of leadership development and training, the trademarked charter will define what Leading the MSM Way looks like and allow OSIE to develop and train leaders well into the future.

DARE  
TO LEAD

# Office of Marketing and Communications

Marketing and Communications leverages marketing and communications strategies to advance the MSM mission and support institution-wide initiatives. The Office of Marketing and Communications (OMC) continues to make significant strides in terms of planting and extending Morehouse School of Medicine's and Morehouse Healthcare's brand awareness, affinity, and buy-in across targeted audiences. Using a broad array of touchpoints, we are leveraging a highly innovative and unified strategy to advance the voice of our clinical practice. The Office of Marketing and Communications has focused its supporting efforts on a number of Morehouse School of Medicine initiatives.

We are empowered with delivering brand-centric campaigns that truly resonate across diverse constituencies. Our success depends on our ability to:

- Engage in proactive, message-centric storytelling
- Recruit, motivate, and retain high-potential, high-performing talent in and in support of Morehouse School of Medicine and Morehouse Healthcare
- Design and implement sustainable, mission-driven programming
- Deliver scalable and measurable results.

Globally, MarCom continues its transition to a client-service model, realigning competencies and resources within the department to meet institutional objectives. The roadmap includes a plan to level-set our event strategies and model excellence for learners and leaders.

## Morehouse Healthcare Brand Development

In Winter 2021, with the opening of the Lee Street property, the OMC team worked with MHC to promote the opening of its new clinic and the student wellness center. In order to continue executing on this mission, it's imperative that the people we serve in our communities are aware of the services that Morehouse Healthcare offers. Understanding the gaps in brand awareness, there is a massive opportunity



to reach new patients and increase MHC's footprint in the community.

As students begin transitioning back to physical learning modalities and COVID-19 vaccination becomes a requirement for attendance, we will accelerate our efforts to promote the AUCC Student Health and Wellness Center. Not only has there been a refresh of the SHWC website, adding new information regarding the upgraded services offered at the clinic, we have also developed introductory marketing collateral. As budgets allow, we expect to invest in campus-based signage, additional marketing collateral, digital promotion, and other elements to drive excitement for the new student clinic.

## Research

Morehouse School of Medicine leads rigorous basic science, clinical, community health, and policy research to improve the health and well-being of people everywhere. With the assistance of Dragon Army, OMC provided various resources to get participants enrolled in various studies.

## Media Relations

Marketing Communications proactively pitches feature stories, opinion columns and white papers to top-tier media outlets—locally and nationally - as well as responding to an inundation of in-bound media inquiries. And due to our proactive media relations initiatives, we continue to get several media inquiries per week for our subject matter experts and leadership team. The media inquiries continue to focus on COVID-19, vaccine hesitancy and new developments with the vaccine and the pandemic. Inclusive of Morehouse Healthcare and its team of doctors, MSM has been afforded multiple media opportunities to promote the practice as well its move as a trusted vaccine and general treatment site.

## Office of Government Relations

While the COVID-19 pandemic adversely impacted many of the underserved communities for which Morehouse School of Medicine strives to improve health and healthcare access, OSIE received several grants that helped continue its work to ensure health equity in ways that will foster resilience not only while the pandemic continues but also long into the future. "This initiative is designed to begin a national conversation, speaking directly to our community. We will communicate our love for our community and commitment to providing the Black community with trustworthy expertise and scientifically factual information upon which they can reliably make personally appropriate health decisions," Dr. Montgomery Rice wrote in the message.



## \$40 Million Grant from HHS OMH

In July 2020, the U.S. Department of Health and Human Services (HHS) Office of Minority Health (OMH) awarded Morehouse School of Medicine \$40 million to establish the National COVID-19 Resiliency Network (NCRN), a national network of approximately 300 strategic partners that are working together to ensure vulnerable, disadvantaged, and disparately impacted communities have access to the resources they need to survive and thrive during the pandemic.

Led by Daniel E. Dawes, J.D., director of the Satcher Health Leadership Institute, and Dominic H. Mack, MD, director of the National Center for Primary Care and professor of Family Medicine at MSM, the three-year cooperative agreement recognizes and formalizes the School of Medicine's leadership in creating a new paradigm for the creation of health equity.

## \$65 Million in Stimulus to Advance Our Mission

Morehouse School of Medicine, along with other Historically Black colleges and universities, has been aided during the past year by the stimulus bills passed by Congress. To date, MSM has received \$65 million in loan forgiveness and capital funding that has allowed us to reduce our debt load and ease the burden of student loans so that we can focus on our essential mission. MSM also secured nearly \$40 million in annual state support, an increase over past years, so we can continue to lead the creation and advancement of health equity, despite the economic downturn caused by the pandemic.



# ADVANCING OUR MISSION

# HELP. GIVE. SUPPORT.

## Health Equity Leadership & Exchange Network

During the past year, the Office of Government Relations partnered with Google.org, the CDC, and Gilead Sciences to study racial health inequities associated with COVID-19 by creating the Health Equity Leadership & Exchange Network (HELEN), a comprehensive and easy-to-use national health-equity tracker. With funding from Google.org and Gilead and overseen by Daniel E. Dawes and Nelson Dunlap, public policy manager and chief of staff of the Satcher Health Leadership Institute at MSM, the project brought in more than a dozen Google Fellows — software engineers and data scientists — to build a system that pulls information from public data sources to track inequities, and that will continue to do so after the end of the pandemic. The tracker launched in May 2021.



“We’re looking at both political and social determinants of health, as well as COPD, diabetes, and more,” Dunlap said. “We’re examining the social and ethnic breakdowns to get a clear picture of the disparities and inequities across the country.”




### 10 Million Rides with Uber

Morehouse School of Medicine, the National Action Network, and the National Urban League partnered with the ride-share service Uber to provide 10 million free rides to those in communities of color disproportionately hurt by the pandemic to get COVID-19 vaccines. Through the distribution of promo codes and the use of Uber Health, which allows providers to arrange rides on behalf of patients, the program donates rides to and from vaccine appointments to help in the national effort to distribute the vaccine quickly and equitably.



### Calvin Smyre-*GRA* Eminent Scholar Chair

Morehouse School of Medicine, along with the Georgia Research Alliance and Emory University and Children’s Healthcare of Atlanta, established an Eminent Scholar Chair at MSM named for Rep. Calvin Smyre. Endowed with public and private funds, the five-year initiative aims to advance exploration into sickle cell disease, including new treatments and therapies.



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MEDICINE  
RECOGNITIONS

MOREHOUSE  
HEALTHCARE

Doyang Babalola, MD, FAI



## Morehouse School of Medicine's Dr. Herman Taylor Elected to National Academy of Medicine

The essential power of the human heart has been the passion of Herman A. Taylor Jr. MD, MPH, for so long that physicians and patients around the world know of his work. His unyielding efforts prompted the endowed professor and director of the Morehouse School of Medicine's Cardiovascular Research Institute to be elected to the National Academy of Medicine (NAM) — one of the highest honors in health and medicine.

Known internationally for founding Heart to Heart, a non-profit organization that provides cardiac surgical services for children on five continents and improves the skills of providers from the children's home countries, it was his work establishing the Jackson Heart Study, the largest community-based study of cardiovascular disease in African Americans that earned his membership in the NAM. This research focused on environmental, psychosocial, physiological, and genetic influences on cardiovascular disease in African-Americans.

"I owe the African-American communities of Miami, Birmingham, Jackson, and Atlanta an incalculable debt for all they have meant to me and to the efforts to increase health for



all. They have made my career; their welfare is my passion," he said. "This election is really a tribute to a diverse group that numbers in the thousands, which I have had the honor and pleasure of caring for as patients and as participants in research aimed at ending health disparities."

Dr. Taylor joins fellow MSM members of the NAM: Valerie Montgomery Rice, MD (2016); Elizabeth O. Ofili, MD (2015); Peter R. MacLeish, PhD (2004); David Satcher, MD (1987); and Louis W. Sullivan, MD, (1975).

Established originally as the Institute of Medicine in 1970 by the National Academy of Sciences, the National Academy of Medicine addresses critical issues in health, science, medicine, and related policy and inspires positive actions across sectors. NAM works alongside the National Academy of Sciences and National Academy of Engineering to provide independent, objective analysis and advice to the nation and conduct other activities to solve complex problems and inform public policy decisions.



# MEDICAL EXCELLENCE

## *Dr. Dolapo Babalola Named GAFP 2019 Family Medicine Educator of the Year*

Success in family medicine requires the curiosity and commitment of trained professionals prepared to manage everything from removing a splinter from a child's finger to helping to diagnose lung cancer in a grandparent.

The Georgia Academy of Family Physicians (GAFP) saw that commitment to medical excellence in Dolapo Babalola, MD, FAAFP, when it awarded her its 2019 Family Medicine Educator of the Year, for her exceptional influence on medical students and residents as faculty at Morehouse School of Medicine.

The Associate Professor of Family Medicine and Director of Medical Education and Rural Health has led many innovative efforts, including the Family Medicine Sub-Internship Selective Curriculum for fourth-year medical students to promote primary care. She volunteers in the free, student-run clinic, where she supervises and teaches students as they provide medical care

for underserved and uninsured populations. She continues to develop new curricula and initiatives for medical students, including mid-clerkship evaluation meetings, group clinical skill sessions, and National Board of Medical Examiners Subject examination prep review.



Dr. Babalola received her Doctor of Medicine from the University of Guyana School of Medicine in Guyana. She completed Post-graduate Training at Morehouse School of Medicine and a fellowship in the Department of Family Medicine Faculty Development and Family Medicine Residency. Dr. Babalola has received many awards and professional recognitions, including the Grady Community Teacher's Award. She was named Outstanding Family Medicine Educator by the Morehouse Student Government Association, and the 2018 GAFP Research Poster Award winner in the Practicing physician category at Georgia Academy of Family Physicians Annual Meeting.

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## Dr. Folashade Omole Wins Georgia Academy of Family Physicians Community & Volunteer Services Award

For Folashade Omole, MD, serving the community is as important as treating the community. After years of coordinating and volunteering for a variety of efforts, she received the 2019 Family Physicians Community and Volunteer Services Award for her work in raising awareness about access to and affordability of medical care in underserved communities in Atlanta.

As the Sarah & William Hambrecht Endowed Chair of Family Medicine at Morehouse School of Medicine and the Medical Director of MSM H.E.A.L. (Health Equity for All Lives), a student-run clinic, Dr. Omole has shown repeatedly what it means to serve the community.

She is a mentor to MSM students and leads various community efforts at MSM, including community health fairs and community engagement days that create opportunities for early screening for chronic diseases.

Dr. Omole's experience as a graduate of the MSM Family Medicine Residency Program provides students an extraordinary resource for community engagement and education. She received a BSc in Physics from the Univer-

sity of Lagos, and her medical degree is from Obafemi Awolowo University in Ile-Ife — two of the foremost prestigious universities in Nigeria.

Dr. Omole was appointed Clerkship Director in the Department of Family Medicine at MSM in 2000 and Residency Program Director in 2004. She practices the full scope of family medicine, including obstetrics, and is also a licensed medical acupuncturist. Dr. Omole has served with the Georgia Academy of Family Physicians (GAFF) as Treasurer, District 11 Director for the GAFF Board and the GAFF Executive Committee. She received the Georgia Academy Family Physician Educator of the Year Award in 2006 and the GAFF Family Physician of the Year in 2015.



## Morehouse School of Medicine Class of 2021 Candidate Earns Emerging Scholars Award



Kamron Robinson, Class of 2021 MD Candidate, received a National Medical Association (NMA) Emerging Scholars Award, the highest honor presented to students by NMA. It recognizes academic achievement, leadership, and potential for distinguished contributions to medicine.

"After adjusting to my life as a medical student, I was able to understand that sharing is caring. Share your information, hardships, experiences with your classmates. When I began to share with my classmates, my free time and grades increased."

"There's an African proverb that my class has been told since orientation: 'If you want to go fast, go alone. If you want to go farther, go together.' We chose the latter."

Robinson joined the MSM family through the Master of Science in Medical Sciences (MSMS) program before becoming an MD candidate. "They took a green student with potential who just got his degree from Jackson State University and molded him into a competent medical student and future physician," he said.

# EXCELLENCE IS A WAY OF LIFE

## *AHA Supports GEBS Student's Dream*

Graduate Education in Biomedical Sciences student Krystal Roggerson is working toward her doctoral degree in biomedical sciences. She would like to conduct clinical research trials at the Centers for Disease Control and Prevention or the Food and Drug Administration to focus on chronic illnesses that affect low-income communities such as diabetes, cardiovascular disease, and obesity.

Roggerson recently received the Cardiovascular Outreach Award from the American Heart Association Research Committee. It funds a predoctoral fellowship for her research investigating the protective effects of SGK-1 inhibition in obesity-induced vascular metabolic dysfunction.

Ultimately, I hope to establish educational programs that target low-income areas to combat health disparities that are prevalent in low-income communities," she said.



## *First-Year Medical Student Nazari Named Gold Foundation Summer Fellow*

First-year student Banafsheh Nazari received invaluable experience last summer as a 2020 Gold Student Summer Fellow by the Arnold P. Gold Foundation. As one of 17 medical students selected, Nazari received hands-on experience working with underserved communities during the pandemic. She worked to evaluate patients' readiness to use telemedicine during the pandemic as conducted by the Health Equity for All Lives (H.E.A.L.) Clinic

Nazari learned how virtual healthcare can be an effective alternative for conventional appointments, both to serve the community and to help avoid overwhelming the healthcare system.

She contacted clinic patients who had consented to use telemedicine to provide guidance on the use of all virtual services. All patients completed a survey to share obstacles related to the use of telemedicine services. This data will be used to identify and implement interventions to barriers to improve patients' adherence to their virtual visits.

# INVALUABLE EXPERIENCES

# INSPIRING OTHERS

## *Pandemic Forces New Physicians to Show Their Mettle*

Ashlee-Marie Jones, MD, offered inspiration to others during a virtual commencement last May. By the time the summer heat really beat down on Atlanta and hundreds of thousands of lives had been lost, she was starting a residency in obstetrics and gynecology at Wellstar Kennestone in the midst of a raging pandemic.

Jones was one of three recent medical school graduates featured in an article in *Atlanta Magazine* last July. She said the pandemic presented an opportunity to learn more about infectious diseases in pregnant women. Jones also pointed out Georgia's dismal maternal mortality rate could worsen if more pregnant patients miss out on prenatal and postnatal care because of COVID-19.

"Some women are already coming in for their first prenatal visit at 30-plus weeks of pregnancy," Jones said. "Being pregnant is already an immunocompromised state. It's really a double-edged sword, and there are a lot of steps where things can go wrong."

The many unknowns were daunting, professionally and personally.

"Instead of just worrying about my ability to take care of my patients, I'm also worried that I'll somehow mess up a disinfecting procedure or get exposed myself," she said. "I also have a daughter who is only three years old. It's going to be hard coming home from the hospital and not being able to give her a hug."

## *ACP GA Honors Fourth-Year MD's Service Work*

Providing compassionate care to a community in need earned Morehouse School of Medicine fourth-year MD student Ariel Jordan the 2020 Outstanding Medical Student in Volunteerism and Advocacy Award by the Georgia Chapter of the American College of Physicians.

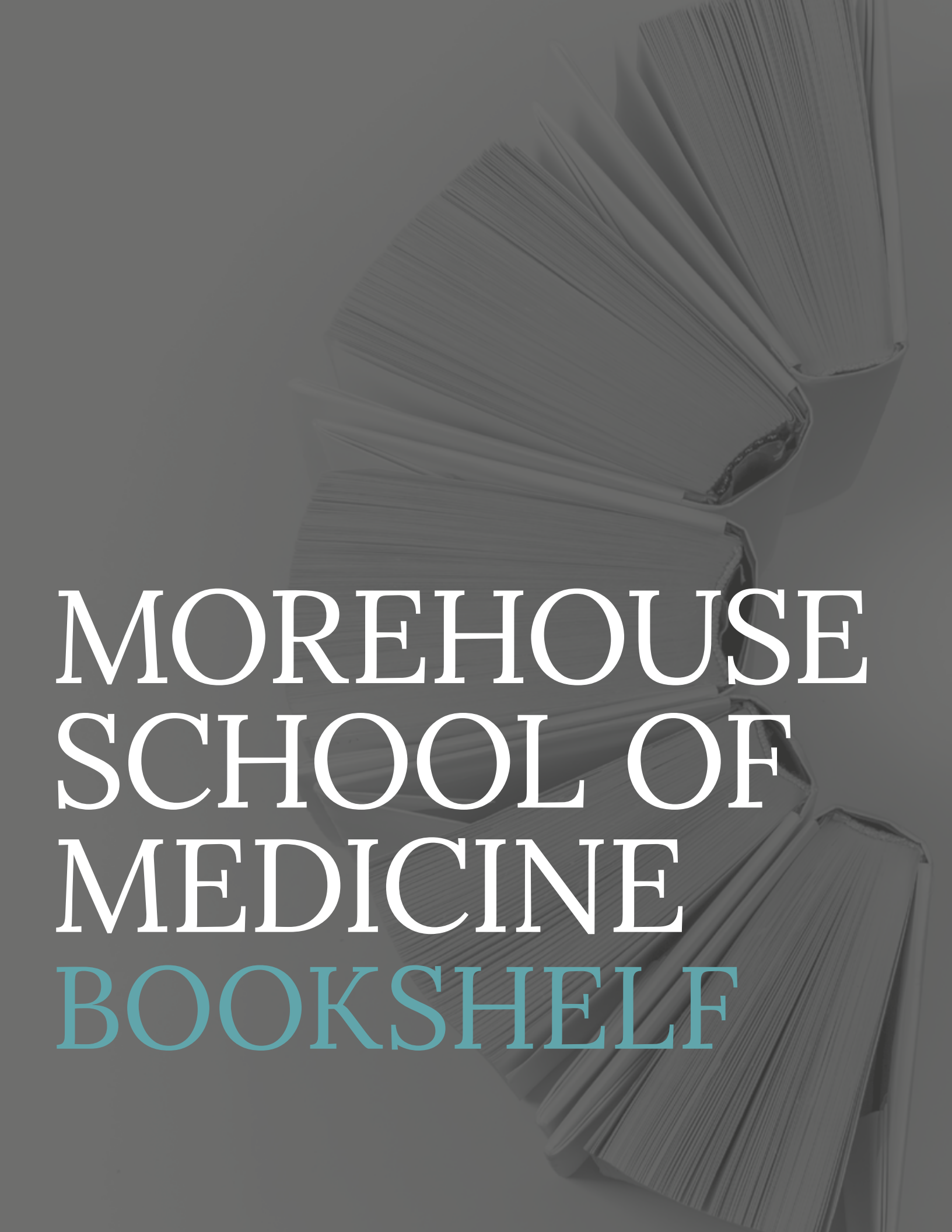
Jordan's work at MSM's H.E.A.L. Clinic, the student-run facility at Good Samaritan Health Center, her involvement with MSM's COVID-19 outreach, and her advocacy efforts for the Restroom Access Act and advocating for patients in need earned her a nomination by Cinnamon Bradley, MD.

Established in 2008, the award recognizes outstanding medical students in Georgia for dedication to the service of others. Each Georgia medical school may nominate one student, ideally one interested in internal medicine. Selection criteria includes the significance of their contributions and how the individual reflects and affirms the quality of selfless devotion to the welfare of others.



**PROVIDING  
COMPASSIONATE CARE  
to communities in need**





MOREHOUSE  
SCHOOL OF  
MEDICINE  
BOOKSHELF

## Thought Leadership

The work and thought leadership of Morehouse School of Medicine faculty and administrators can be found at the bookstore, with trade releases in 2020 from David Satcher, MD, PhD; Daniel E. Dawes; and the team of Ronald L. Braithwaite, PhD; Tabia Henry Akintobi, PhD, MPH; Daniel S. Blumenthal, MD, MPH; and W. Mary Langley, PhD, MPH.



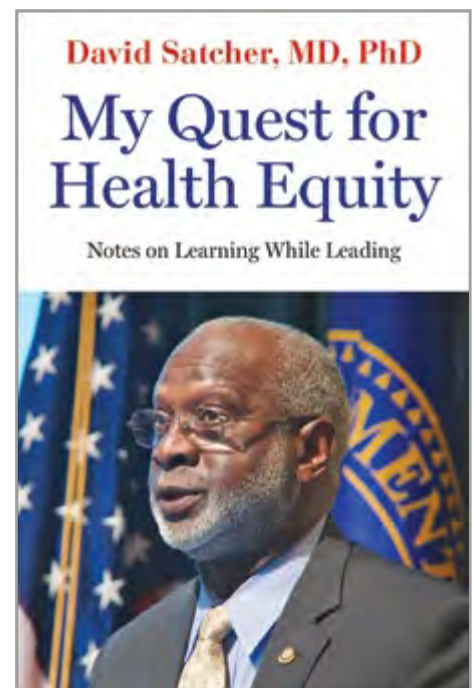
From matters of health equity and leadership to an understanding of the political determinants of health outcomes and an exploration of how Morehouse School of Medicine revolutionized community engagement, knowledgeable and celebrated members of our community are serving a wider audience with these recent releases.

## My Quest for Health Equity: Notes on Learning While Leading: David Satcher, MD, PhD

*My Quest for Health Equity: Notes on Learning While Leading* is a timely and essential read for aspiring and current leaders in health care — and beyond. A graduate of Morehouse College and Founder of the Satcher Health Leadership Institute at Morehouse School of Medicine, Dr. David Satcher offers insights discovered along his personal and professional journey and speaks openly about the challenges and burdens of leadership, including what he's learned "at the feet of great leaders" and what he's learned from his own exceptional life and career as an advocate for health equity and civil rights.

As inspiring as it is insightful, *My Quest for Health Equity* draws upon Dr. Satcher's outstanding life of service, from navigating an unjust healthcare system in the American south of his childhood to other impactful experiences in his decades of service as an award-winning board-certified physician, a four-star admiral in the U.S. Public Health Service Commissioned Corps, and as the Assistant Secretary for Health and the Surgeon General of the United States.

Satcher also shares his experiences as the director of the Centers for Disease Control and Prevention, the position he held before founding the eponymous Satcher Health Leadership Institute at Morehouse School of Medicine.



A stirring memoir of pivotal moments from his childhood in the Jim Crow South and his years attending Morehouse College in the 1950s and 60s, as well as a guide to the lessons he learned throughout an exceptional career

as a public servant and practitioner of medicine, *My Quest for Health Equity* provides a road map for leaders of tomorrow.

As Dr. Satcher notes, "In order to eliminate disparities in health and achieve health equity, we need leaders who care enough, know enough, have the courage to do enough, and who will persevere until the job is done."

In *My Quest for Health Equity*, readers will discover a template for using leadership roles of all types to eliminate health disparities in communities around the world.

# The Political Determinants of Health: Daniel E. Dawes

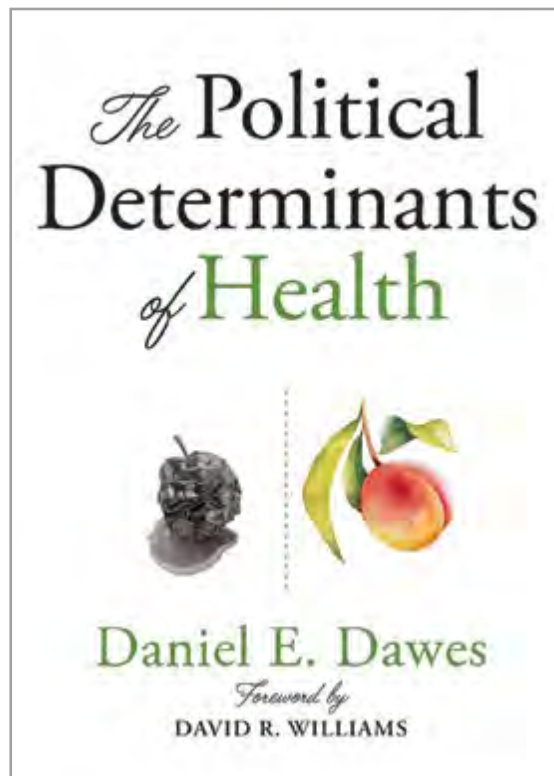
In *The Political Determinants of Health*, nationally renowned scholar and leader in the health equity and social justice movements Daniel E. Dawes, JD, draws on firsthand experience to deliver a compelling prescription for effecting beneficial changes in the American healthcare system so that all citizens can thrive.

Named the director of the Satcher Health Leadership Institute at Morehouse School of Medicine in 2019, Daniel E. Dawes argues that political determinants of health create the social drivers that affect all other dynamics of health. He makes the case that by understanding these determinants, their origins, and their impact on the equitable distribution of opportunities and resources, society will be better equipped to develop and implement actionable solutions to close the health gap.

By exposing the root causes of historic and current health inequities, he lays the foundation for strategic actions necessary to address the systemic barriers

preventing the United States from becoming the healthiest nation in the world. Known for his innovative, inclusive, and multidisciplinary approach to addressing issues impacting diverse populations in a progressively complex health system, Daniel E. Dawes takes readers deep into the underlying causes of healthcare inequities, examines the politics behind decisions that have led to our social conditions, and provides a playbook for how we can address them effectively to widen access to health care across the country.

A leader in the health equity movement and contributor to major legislation, including the Mental Health Parity Act, the Americans with Disabilities Act Amendments Act, and the Affordable Care Act, Dawes is the editor of the Health Equity in America series of books published by Johns Hopkins University Press. He is also the cofounder of the Health Equity Leadership & Exchange Network (HELEN) and the author of the book *150 Years of ObamaCare*.



*“Political determinants of health create the social drivers that affect all other dynamics of health.”*



# The Morehouse Model: How One School of Medicine Revolutionized Community Engagement and Health Equity:

Ronald L. Braithwaite, PhD; Tabia Henry Akintobi, PhD, MPH;  
Daniel S. Blumenthal, MD, MPH; and W. Mary Langley, PhD, MPH

When four members of the Morehouse School of Medicine network partner on an inspiring and instructional guidebook for other institutions, the result is *The Morehouse Model: How One School of Medicine Revolutionized Community Engagement and Health Equity*.

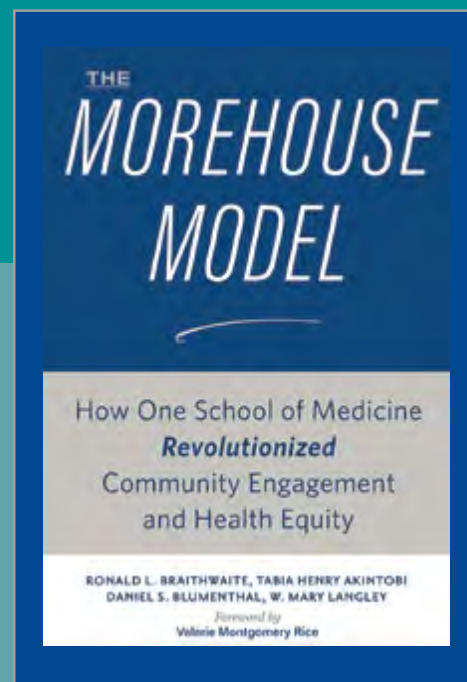
In this informative work, Ronald L. Braithwaite, PhD; Tabia Henry Akintobi, PhD, MPH; Daniel S. Blumenthal, MD, MPH; and W. Mary Langley, PhD, MPH, introduce readers to the origins and history of Morehouse School of Medicine and document the extraordinary accomplishments in health equity and social justice the institution has achieved through collaboration between its faculty and community-based organizations.

The truly innovative approach to health care practiced and refined by Morehouse School of Medicine faculty outlined in *The Morehouse Model* includes a focus on social accountability, implementation of community-based participatory research programs, the development of methods for engaging micropolitan and rural districts in health promotion and disease prevention, and the importance of empowering individuals to take control and ownership over their well-being.

Since its founding, Morehouse School of Medicine has been committed to community engagement and closing the health equity gap between BIPOC and white Americans. An institution dedicated to improving the health and well-being of individuals and communities and addressing primary healthcare through programs in education, research, and service, Morehouse School of Medicine's unique methodology for advancing health care and science is inspired by social justice and steeped in experience.

Drawing on numerous case studies, research, surveys, and analysis, *The Morehouse Model* offers lessons in how community-based participatory research that is executed with authentic and honest engagement and clear and transparent communication can markedly improve health outcomes for citizens, particularly those in underserved communities.

Since its founding, Morehouse School of Medicine has been committed to community engagement and closing the health equity gap.





IN

MEMORIAM

## James W. Reed, MD

11/1/32–1/11/20

A thought leader ahead of his time, Dr. James W. Reed was the son of migrant farm workers and rose to become a U.S. Army colonel and distinguished, internationally renowned physician. He was a pivotal figure at Morehouse School of Medicine, and many of the physicians who graduated from the school trained by standing on the shoulders of giants such as Dr. Reed.

An expert on hypertension and diabetes (he traveled to conferences on every continent except Antarctica), Dr. Reed joined MSM in 1985 when he was recruited by first president Dr. Louis Sullivan. Over the years, Reed held most of the leadership positions in the school's clinical training departments, serving as Chair of the Department of Medicine, where he implemented the Internal Medicine Residency Program; Director of the Clinical Research Center; Associate Chair of Medicine for Research; and the former Chief of Medical Service at Grady Memorial Hospital for Morehouse School of Medicine.

Among his many accomplishments, for five years he served as president of the International Society for Hypertension in Blacks, which has worked to improve health equity in minority populations around the world beginning in the mid-1980s.

His scholarship was further recognized in 2009, when MSM created the annual James W. Reed, MD. Lectureship, which invites leading scientists to discuss strategies to address health disparities.



An important mentor to young physicians, Dr. Reed — who enjoyed music and dancing, as well as watching *Jeopardy!* — often urged his students to remember, “You can’t change the circumstances of your birth; what you make of it is up to you.”

He passed away on January 11, 2020, and is survived by his wife, Dr. Edna Stone, and their four children, David, Robert, Mary, and Katherine.

## Beverly E. Allen

11/20/39–12/20/20

Hired as Morehouse School of Medicine's founding Library director in 1976, Beverly E. Allen's experience as Branch Librarian of the Library of the Health Sciences at the Peoria School of Medicine in Chicago stood her in good stead as she began organizing a comprehensive and innovative library system for MSM. During her nearly 30-year tenure, she instituted a 24-hour study room for students, secured a grant that brought the Internet to MSM, served on the National Library of Medicine (NLM) Board of Regents, and was a member of the NLM's Toxicology Information Outreach Panel.

A long-serving member of Northside Drive Baptist Church, Ms. Allen enjoyed singing, entertaining, and traveling, but more than anything she proudly fought for improvements to her domain. "She would have no qualms about going to the president to bring attention to whatever support wasn't happening for the library," recalled Vice President and Executive Vice Dean Sandra Harris-Hooker. "They all knew when Beverly was coming down the hallway."

Ms. Allen retired in 2005 and will be remembered as a woman of high standards who impacted librarians on the local, national, and international levels.



## Gale W. Newman, PhD

8/14/19

One of Morehouse School of Medicine's strongest and most active biomedical researchers with multiple publications to her credit, Gale W. Newman served as associate professor of microbiology, biochemistry and immunology, with a particular focus on HIV. A tough but influential instructor, students occasionally tried to avoid her classes, said Dr. Harris-Hooker, "but once they studied with her, they were glad that they did."

Prior to working at MSM, Dr. Newman was a research scientist in the Harvard University Medical system, as well as at the CDC. During her 20 years at MSM, Newman took her research findings from an individual research program she developed, and in an entrepreneurial spin, earned a patent for her method of detecting HIV-related proteins in urine, which is now part of clinical studies of HIV/AIDS.

A mother of two with her husband of 32 years, Mark, Ms. Newman was an avid tennis player, competing as a member of recreational tennis teams, and contributed to other neighborhood programs. Though she fought a five-year battle with pancreatic cancer, she was so dedicated to her research and her students, she worked until just days before her death at the age of 65.

## Daniel Blumenthal, MD

5/26/42–7/25/19



Dr. Daniel Blumenthal was known across the region and the country for his work in community participatory research and preventive healthcare. Among the faculty members who set the tone at Morehouse School of Medicine from its earliest days, Dr. Blumenthal “led the way in his commitment to empowering communities,” said Dr. Sandra Harris-Hooker of the founding chair of the Department of Community Health and Preventive Medicine. “He set the pace for MSM regarding how we properly treat and care for underserved populations.”

Prior to joining Morehouse School of Medicine, Dr. Blumenthal had worked in the Epidemic Intelligence Service at the CDC and served as a first Volunteers in Service to America physician in Arkansas before truly finding his purpose in medicine at MSM. Throughout his nearly 40 years of teaching and practice, he worked tirelessly to bring quality health services and resources to some of Atlanta’s most improv-

erished neighborhoods. He was exceedingly proud of the Morehouse School of Medicine Prevention Research Center, which he founded in 1998 with a grant from the CDC, and which has implemented more than \$54 million in research and intervention programs across the state of Georgia.

Beyond MSM, from which he retired in 2014, he served in the World Health Organization Smallpox Eradication Program in India and Somalia and as President of the Board of Regents of the American College of Preventive Medicine. A devoted family man with a love of travel, skiing and music, he formally studied jazz piano during the 10 years before his death at age 77 and often performed for delighted friends and family. MSM honored Dr. Blumenthal’s legacy by creating an endowed health symposium in his name in April 2020.



## James A. Goodman, PhD

4/22/33–2/22/21

An early and important voice in the fight for health equity, James A. Goodman often spoke out about how poverty and other social determinants are the drivers of inequity.

A graduate of Morehouse College’s class of 1956, he began his career in social work in Los Angeles where, as the city’s director of Social Services, he oversaw policy and programs for 10 health districts. He went on to become the first African-American vice-provost of the University of Washington in Seattle. While there, his firm defense of the college’s Black football players, who protested their coach’s racism, resulted in death threats against Mr. Goodman.

The Black Panther Party, along with undercover university police, guarded his home and family. His son’s matriculation at Morehouse brought Mr. Goodman back to Atlanta and he joined Morehouse School of Medicine as assistant dean for Administration in 1980, then went on to serve as executive vice president until 1989, when he became Morehouse School of Medicine president, a position he held until he retired in 1992.

A stellar, adamant speaker on behalf of MSM, even after his retirement he was involved in planning for the Olympic Games in Atlanta and helped secure Morehouse School of Medicine as the location for a related diagnostic laboratory that is still used for other programs today.

A dedicated family man with two children, Mr. Goodman helped elevate the reputation and national profile of MSM.

The background features a complex financial chart with multiple data series, including candlesticks and moving averages. Several technical indicators are labeled with their respective values: 78.60%, 61.81%, 50.00%, 39.10%, and 23.88%. The chart also includes labels for time periods such as 'indexes - day, 5', 'indexes - day, 12', 'indexes - day, 55', and 'indexes - day, 200'. The x-axis shows months from October to December, and the y-axis has numerical values ranging from 1500 to 1925.

# FINANCIAL OVERVIEW

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

At Morehouse School of Medicine (MSM), the financial and operational results for Fiscal Year (FY) 2020 continued to be strong as the organization grows as envisioned in the MSM strategic plan (Excellence Through Health Equity). In 2020, MSM utilized the State's investment of \$35M (2016) to invest in innovation in all 3 mission areas (education, research, and clinical services), invest in renovations, and to give back to our students through scholarships. Throughout FY 2020, MSM invested in the West Side of Atlanta. The partnership with Carter and Associates helped bring the opportunity for students to live, study, and relax in a new state of the art apartment complex – Entra West End. The first public private partnership for the school helped invest \$65M in the community. In addition to the apartment complex, a 36,500 sq. ft. health and wellness center facility was commenced. This facility brings health services to the community residents while the partnership with the Atlanta YMCA brought a new wellness facility model to the Lee Street facility. The new Health and Wellness facility creates a community location where the residents in the area can use the providers of Morehouse Healthcare for their primary care and specialty care services year-round. This facility opened in December 2020.

The pandemic changed the way MSM operated in an educational, research, and health care environment. The school was forced to change the delivery methodology of the curriculum to all students, the health care interactions with patients, and the way research was conducted in laboratories. This challenged the finances for the fourth quarter of FY 2020 and created a review of income streams for any potential adjustments and expense reductions and restrictions to try to meet the budget proposed to the Board of Trustees. In April, several federal and state financial relief packages helped maintain the financial health of the organization and created opportunities to refine processes and implement a business continuity plan for remote learning, health care delivery and administration operations. Despite the last quarter of pandemic related challenges, MSM ended the year strong and continued to invest in its students, faculty, staff, and facilities.



# INVESTING IN EDUCATION, RESEARCH & CLINICAL SERVICES

# PEOPLE. PROCESS. TECHNOLOGY.

As in the past, operationally, we continued the emphasis on three themes: people, process and technology. Each thematic area incorporates the current state of our business, the need to implement best practices in all we do, and investing in our finance and operations for long-term, sustained growth. During FY 2020, we implemented new technology to combat the cyber-security risk in our educational environment today. This remains a top priority for the institution and continued emphasis on awareness and training is critical. We also implemented a new professional development funding methodology to invest in our faculty and staff throughout the year which helps recruit and retain top talent. MSM continued its investment in facilities through its renovation of various areas on our campus for student wellness space. These relaxation spaces used various architecture and design concepts to create a quiet and relaxed environment for our students to use to re-energize throughout the day. The investment in facilities is a yearly commitment as we continue to create and environment for success of all our faculty, staff, and students.

The fiscal year was highlighted by:

- MSM continued its enrollment increase as the fall enrollment totaled 609 students, an increase of 12.6% from FY 2019.
- MSM held the tuition at the same level for the seventh straight year thereby enhancing the efforts to decrease student debt as graduates continue their learning experience after graduation and start helping Georgia communities in primary care and other needed specialties.
- In October 2020, the annual financial and compliance audit was presented and approved by the Board of Trustees, within the required timeframe.
- The annual financial statement and Office of Management and Budget (OMB) A-133 audit received a clean (unmodified) opinion on the consolidated financial statements for MSM and its affiliate (Morehouse Healthcare) in accordance with generally accepted accounting principles.
- In FY 2020, MSM recorded operating revenues of \$167M, a slight increase from FY 2019.
- A net operating deficit of \$7.3M was realized in FY 2020 due to strategic one-time investments totaling \$7.9M. In addition, the challenging last quarter of financial activity due to the pandemic caused the institution to continually review new revenues sources and expense reductions.
- Continued growth in the student body resulted in tuition revenues of \$21.8M, an increase of 7.5%. In addition, MSM continued its goal to increase scholarships for all programs, investing an additional \$3.4M.
- Investment's earnings totaled \$4.4M.
- Morehouse Healthcare (MSM's faculty practice plan) had revenues year totaling \$14.6M with expenses of \$19.4M. The fourth quarter of the fiscal year saw volumes of patient visits decrease approximately 70%.
- The balance sheet reflected continuous improvements in the following critical areas – decreased accounts and loan receivables, decreased accounts payable, and a slight increase in property, plant and equipment.



*“Our financial and operational results for Fiscal Year (FY) 2020 continued to be strong as the organization grows as envisioned in the Morehouse School of Medicine strategic plan.”*

*John F. Case,  
Chief Financial Officer*



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

Year ended June 30,	2020	2019
<b>Assets</b>		
	\$	\$
Cash and cash equivalents	4,334,662	4,251,275
Accounts receivable, net	15,262,394	19,496,103
Pledges receivable, net	5,267,998	4,291,499
Loans receivable, net of allowance for doubtful accounts	696,747	712,713
Patient accounts receivable, net	2,033,238	1,649,808
Other receivables	2,938,085	620,706
Investments, at fair value	124,887,219	132,909,025
Other assets	2,999,870	1,087,337
Property and equipment, net	83,816,271	82,945,843
<b>Total Assets</b>	<b>\$242,236,484</b>	<b>\$247,964,309</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Accounts payable	5,081,759	6,889,785
Accrued expenses and other liabilities	11,838,483	8,760,099
Long-term borrowings under line of credit arrangements	14,835,676	15,956,142
Deferred revenue	6,215,981	5,839,849
Capital leases payable	465,243	591,128
Long-term debt payable	22,072,207	20,947,733
Government advances for student loans	1,550,271	1,550,271
<b>Total Liabilities</b>	<b>\$62,059,620</b>	<b>\$60,535,007</b>
<b>Net Assets</b>		
Without donor restrictions	47,085,180	54,633,312
With donor restrictions	133,094,684	132,795,990
<b>Total Net Assets</b>	<b>\$180,176,864</b>	<b>\$187,429,302</b>
<b>Total Liabilities and Net Assets</b>	<b>\$242,236,484</b>	<b>\$247,964,309</b>

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

The purpose of the Consolidated Balance Sheet is to present a financial condition snapshot of Morehouse School of Medicine as of June 30, 2020.

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

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

Year ended June 30,	2020	2019
<b>Revenues and Other Additions</b>	<b>\$</b>	<b>\$</b>
Tuition and fees	21,789,266	20,163,676
Student aid	(3,383,200)	(2,960,831)
Tuition and fees, net of student aid	18,406,066	17,202,845
Federal, state, and local government grants and contracts	106,418,111	96,925,866
Private gifts, grants, and contracts	18,673,170	22,030,808
Faculty practice plan	14,622,008	15,437,471
Investment income	4,391,461	7,735,746
Other sources	4,956,803	2,541,221
Net assets released from restrictions	-	-
<b>Total Revenues and Other Additions</b>	<b>\$167,467,619</b>	<b>\$161,873,957</b>
<b>Expenditures</b>		
Education and general:		
Instruction	71,541,510	69,694,365
Research	24,888,313	25,859,055
Public service	5,869,051	7,106,128
Academic support	11,848,946	10,410,950
Student services	6,231,655	4,192,756
Institutional support	30,544,599	32,594,014
Facilities operations and maintenance	4,392,542	4,885,332
Faculty practice plan	19,403,441	16,731,844
<b>Total Expenditures</b>	<b>\$174,720,057</b>	<b>\$171,474,444</b>
<b>Change in Net Assets</b>	<b>(7,252,438)</b>	<b>(9,600,487)</b>
<b>Net Assets, beginning of year</b>	<b>\$187,429,302</b>	<b>\$197,029,789</b>
<b>Net Assets, end of year</b>	<b>\$180,176,864</b>	<b>\$187,429,302</b>

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

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

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

Year ended June 30, 2020 2019

	\$	\$
<b>Operating Activities</b>		
Change in net assets	(7,252,438)	(9,600,487)
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Depreciation and amortization	4,975,817	6,181,933
Net realized and unrealized gain on investments	(830,306)	(4,776,100)
Loss on disposal of property and equipment	2891	244
Gifts and grants restricted for long-term investment	(277,939)	(707,262)
Change in operating assets and liabilities:		
Accounts receivable, net	4,233,709	(2,261,840)
Pledges receivable, net	(976,499)	(1,576,019)
Patient accounts receivable, net	(383,430)	191,642
Other receivables	(2,317,379)	(91,878)
Other assets	(1,912,533)	358,271
Accounts payable	(1,808,026)	(164,808)
Accrued expenses and other liabilities	3,078,384	861,990
Deferred Revenue	376,132	876,018
<b>Net cash used by operating activities</b>	<b>(3,091,617)</b>	<b>(10,708,296)</b>
<b>Investing Activities</b>		
Net change in loans receivable	15,966	51,431
Purchases of investments	(26,795,234)	(29,791,534)
Proceeds from sale of investments	35,647,346	37,117,630
Purchases of property and equipment	(5,849,136)	(13,346,277)
<b>Net cash provided by (used in) investing activities</b>	<b>\$3,018,942</b>	<b>(\$5,968,750)</b>
<b>Financing Activities</b>		
Net Proceeds on borrowing under lines of credit arrangements	(1,120,466)	10,579,684
Repayment of long-term debt payable	(1,660,372)	(1,408,514)
Proceeds from long-term debt payable	2,784,846	3,788,141
Repayment of capital leases	(125,855)	(137,998)
Gifts and grants restricted for long-term investment	277,939	707,262
<b>Net cash provided by financing activities</b>	<b>\$156,062</b>	<b>\$13,528,575</b>
<b>Net Increase (Decrease) in Cash and Cash Equivalents</b>	<b>\$83,387</b>	<b>(\$3,148,471)</b>
<b>Cash and Cash Equivalents, beginning of year</b>	<b>\$4,251,275</b>	<b>\$7,399,746</b>
<b>Cash and Cash Equivalents, end of year</b>	<b>\$4,334,662</b>	<b>\$4,251,275</b>
<b>Supplemental Disclosure of Cash Flow Information</b>		
Cash paid for interest	\$582,161	\$151,796

The charts below detail the income and spending patterns of MSM in FY 2020. MSM continues its strategy to increase its class size to over 700 students over the next three years, this year we hit the 600 student target, accounting for over \$1.6M in increased tuition revenue. Development efforts continued strong in FY 2020 even as the pandemic hit in the fourth quarter. MSM saw several benefits from the federal pandemic relief funds which helped sustain revenue in some areas, such as Morehouse Healthcare. For expenditures, salary and wages are 68% (\$119M) of the total, while other operating expenditures total \$56M. Our goal over the next 5 years is to review all people,

process, and technology for increased efficiencies, which will enable the organization to invest in the mission areas – education, research and clinical services.

Overall, FY 2020 was a success for MSM from many financial perspectives. The organization was on target for the budget and continued to expand its various programs in education, research and health care. The Lee Street Property was close to completion and this was MSM’s West Side Story, a major mixed use development on our 7.4 acre property on Lee Street. As the pandemic hit, the organization adjusted financially and operationally to make sure students, patients, faculty,

and staff were informed of the various changes and had input where appropriate to challenges the organization faced. The fourth quarter of FY 2020 was a time to manage cash daily, model projections for revenue and expenses, and make financial decisions for the long-term health of the organization. MSM will continue its due diligence in FY 2021 where we see similar challenges and opportunities due to the pandemic. As an organization, our continued commitment to operational excellence will help MSM strive for sound financial policy and practices to produce results that will benefit the faculty, staff, students and patients of MSM.

**FISCAL YEAR 2020 REVENUE**

- Federal, State, and Local Government: \$41,409,824
- Hospital Affiliates: \$34,493,234
- State Appropriations: \$30,515,053
- Net Tuition and Fees: \$18,406,066
- Other Sources: \$4,956,803
- Investment Earnings: \$4,391,461
- Faculty Practice Plan: \$14,622,008
- Hospital Charitable Contributions: \$6,553,895
- Private Gifts, Grants, and Contracts: \$12,119,275



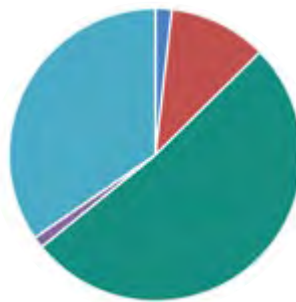
**FISCAL YEAR 2020 EXPENSE BY FUNCTIONAL CLASS**

- Instruction: \$71,541,510
- Faculty Practice Plan: \$19,403,441
- Facilities Operations and Maintenance: \$4,392,542
- Institutional Support: \$30,544,599
- Student Services: \$6,231,655
- Academic Support: \$11,848,946
- Public Service: \$5,869,051
- Research: \$24,888,313



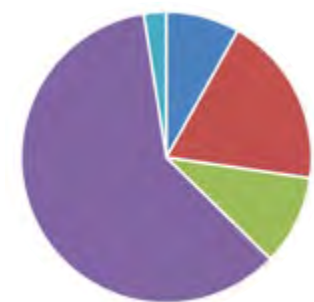
**FISCAL YEAR 2020 ASSETS**

- Investments at Fair Market Value: \$124,887,219
- Accounts Receivable: \$26,198,462
- Cash and Cash Equivalents: \$4,334,662
- Property, Plant and Equipment: \$83,816,271
- Other Assets: \$2,999,870



**FISCAL YEAR 2020 LIABILITIES**

- Long-term Debt Payable: \$37,373,126
- Deferred Revenue: \$6,215,981
- Accrued Expenses and Other Liabilities: \$11,838,483
- Accounts Payable: \$5,081,759
- Government Advances for Student Loans: \$1,550,271





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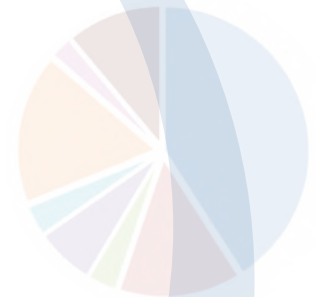
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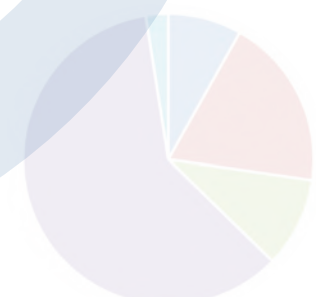
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