Reflections on transformational leadership

T. Michael Bolger, JD, Medical College President and CEO for nearly 20 years, announced in July that he plans to retire after a successor is appointed. He addressed the school’s faculty, staff and students in September at Convocation, the ceremonial start to the academic year. President Bolger’s remarks outlined his vision for the future-oriented and effective leadership needed for the College to grow and flourish as one of the nation’s premier medical schools. A video of his reflections on transformational leadership can be viewed online at mcw.edu/bolger.

Dear Friends and Colleagues

Medicine has entered an era of transformation. Emerging domestic and global health care challenges are demanding thoughtful, forward-looking solutions. The emphasis is on rapidly translating scientific discoveries to patient care.

Our vision and our strategic planning are centered on establishing The Medical College of Wisconsin as a leader in this defining time in health care. The Medical College is transforming in response to a changing world to optimize our vital role in health care.

We are transforming the health of people through patient-centered care driven by multi-specialty teams of expertise, integration of scientific knowledge and strong partnerships with our hospital and academic affiliates.

We are transforming scientific advances through interdisciplinary, translational research that accelerates the transfer of laboratory discoveries to clinical use.

We are transforming learning by developing innovative medical and graduate school programs, including an individualized educational model emphasizing immediate and ongoing integration of basic and clinical sciences, and new educational pathways.

We are transforming communities by promoting healthy behavior and access to resources through our deeply rooted partnerships and our Advancing a Healthier Wisconsin endowment, which enables continued opportunities for engagement.

Major successes this year demonstrate our nationally recognized strengths.
The College was selected by the National Human Genome Research Institute to coordinate a collaborative Wisconsin Center of Excellence in Genomics Science, one of only 10 such centers in the nation that will develop novel technologies to significantly advance genetics research.

Researchers in the College’s Program in Regenerative Medicine and Stem Cell Biology successfully produced liver cells from patients’ skin cells, opening the possibility of treating a wide range of diseases that affect liver function. Medical College investigators also were awarded an $8 million National Institutes of Health grant to understand how stem cells can be channeled to exclusively become heart muscle cells.

Froedtert & The Medical College of Wisconsin was ranked in the nation’s top 10 academic medical centers by the University HealthSystem Consortium for providing high quality patient care. Children’s Hospital of Wisconsin was rated by Parents magazine as third in the nation’s Best Children’s Hospitals.

The generosity and foresight of our donors is a significant component of our sustained success. This year, the Medical College received a transformative, $10 million gift from Dr. Robert D. and Dr. Patricia E. Kern, the largest single, private gift in the school’s history, to develop a mass spectrometry innovation center within the Biotechnology and Bioengineering Center that will advance biomedical research, education and collaboration for years to come.

Additionally, we honor and thank the MACC Fund (Midwest Athletes Against Childhood Cancer, Inc.), the College’s largest donor. Since 1976, the MACC Fund has contributed more than $31 million to support pediatric cancer and related blood disorders research at the Medical College.

In this Honor Roll, we recognize the thousands of donors who continue to be our valuable partners in enhancing health in our local and greater community. Your ongoing support is critical to our transformative work now and in the future.
The Medical College is committed to transforming the health of people by providing patient care that is nationally renowned for clinical excellence in partnership with our clinical affiliates: Froedtert Hospital, Children’s Hospital of Wisconsin, the Zablocki VA Medical Center and other affiliates. The synergy of Medical College physicians and research scientists working together on the College’s academic medical center campus creates a leading-edge environment for rapidly translating new discoveries to patient care.

The College is focused on providing patient-centered care with the highest quality outcomes and high levels of patient satisfaction through multi-specialty teams of expertise, integration of scientific knowledge, access to clinical trials and highly coordinated care.

Off campus, the College and its clinical partners are expanding access to College physicians by increasing satellite clinic locations throughout the metro area and the region.
Jeff Foshey of Milwaukee discusses his post-operative care with Kirk Ludwig, MD, who treated Jeff’s rectal cancer using innovative surgical techniques at the Froedtert & The Medical College of Wisconsin Clinical Cancer Center. Jeff is resuming many of his favorite activities, including fitness and coaching youth baseball and football.

Innovative cancer care offers hope

Jeff Foshey of Milwaukee believed he had simply developed a hemorrhoid, so when he was diagnosed with stage III rectal cancer in late 2008, his mild concern turned quickly to despair. Within 24 hours, however, those thoughts gave way to hope as his medical team at Froedtert & The Medical College of Wisconsin Clinical Cancer Center reassured the 39-year-old father of two that survival and a return to coaching his sons’ baseball teams were within reach. Under the direction of a highly specialized, well-coordinated team of Medical College physicians, Jeff received the most advanced, innovative treatment available.
Pediatric heart team returns girl to health

Medical College of Wisconsin physicians worked through the summer to stabilize 6-year-old Faith Grzyb following acute cardiac failure. Meanwhile, her mother, Toni Chouinard, kept telling her daughter the angels would bring the new heart she needed. After a two-month wait, Faith received a heart transplant at Children’s Hospital of Wisconsin. Now, for the first time, she is enjoying life without a pacemaker and has received a healthy prognosis.

An interdisciplinary team of pediatric specialists, all members of Children’s Specialty Group, was coordinated by Stuart Berger, MD, and guided Faith through her recovery. Faith was diagnosed with a serious arrhythmia and congenital heart block in utero. She underwent surgery and received a pacemaker within two hours of her birth. Although Toni and Faith’s father, Dan, live in Bark River, Mich., Faith was delivered at the only hospital in the region that could accommodate her critical needs – Children’s Hospital of Wisconsin. Faith returned to Milwaukee several times to have her pacemaker replaced as she grew and to have several related infections diagnosed and treated. In May 2009, however, Faith became seriously ill, and physicians discovered her heart was not pumping adequately. An innovative technique to improve her heart function using biventricular pacing was unsuccessful. College physicians then introduced a Berlin Heart, an investigational device that assists with the heart’s pumping.

Jeff’s medical team includes: Dr. Ludwig, the Vernon O. Underwood Professor in Colon Cancer Research and Associate Professor of Surgery; Beth Erickson, MD, Professor of Radiation Oncology; Paul Knechtges, MD, Assistant Professor of Radiology; Mark Lodes, MD, Assistant Clinical Professor of Medicine and of Pediatrics; Paul Ritch, MD, Professor of Medicine (Neoplastic Diseases); Reza Shaker, MD, Chief and the Joseph E. Geenen Professor in Gastroenterology, Senior Associate Dean for Clinical and Translational Research, Director of the Digestive Disease Center and Professor of Medicine (Gastroenterology).
Faith grew stronger on the Berlin Heart, which enabled her to undergo successful heart transplant surgery on July 25. Eight days out of transplant care, she was riding her bike down the halls of Children’s Hospital’s new cardiac intensive care unit. She went home with her family Aug. 7.

Faith’s medical team includes: In Pediatric Cardiology – Dr. Berger, Professor and Chief; Steven Zangwill, MD, Associate Professor and Director of the Heart Transplant Program; and Anoop Singh, MD, Assistant Professor and pediatric electrophysiologist. In Pediatric Cardiothoracic Surgery – James Tweddell, MD, Professor and Chief; Kimberly Gandy, MD, PhD, Associate Professor; and Michael Mitchell, MD, Associate Professor. In Pediatric Critical Care – Nancy Ghanayem, MD, Associate Professor; and Robert Niebler, MD, Assistant Professor. All are members of Children’s Specialty Group.
The Medical College’s research enterprise is focused on interdisciplinary collaboration among scientists and physicians with the goal of rapidly translating discoveries into advances to improve patient care. The College’s strong interdisciplinary research centers continue to expand, joining faculty from many areas of specialized expertise to focus on cancer, cardiovascular diseases, neurosciences, infectious diseases and immunology, and community and population health research. Enabling technological platforms comprising genetics, imaging, stem cell biology and regenerative medicine, proteomics and structural biology, the Clinical and Translational Science Institute, and community and population health advance research in numerous biomedical areas at the Medical College.

Clinical and Translational Science Institute members: The Medical College of Wisconsin, Marquette University, Milwaukee School of Engineering, University of Wisconsin-Milwaukee, BloodCenter of Wisconsin, Children’s Hospital of Wisconsin, Froedtert Hospital, and Zablocki VA Medical Center.

Through the Clinical and Translational Science Institute, the Medical College and seven other academic and health care institutions in southeastern Wisconsin are joining together to create a critical mass of expertise and resources for transforming laboratory research to patient care.
Pancreatic cancer is the fourth leading cause of cancer deaths in adults, underscoring the need for improved methods for early diagnosis and treatment. The ability to use human tumors for research is critical to better understand the biology of cancers and translate advances to patient care. Toward this goal, a pancreatic cancer tissue bank is being developed at The Medical College of Wisconsin under the direction of Douglas Evans, MD.

The Medical College’s pancreatic cancer tissue bank is modeled after and expands on the highly regarded pancreatic tissue bank that...
Discovery enhances safety of surgical anesthesia

Inhaled anesthetics protect the heart during high-risk cardiac surgery, a discovery made by researchers at the Medical College. The initial observation by Judy Kersten, MD, and David Warltier, MD, PhD, that certain anesthetic drugs decrease heart injury is being examined in detail by a team of investigators directed by Zeljko Bosnjak, PhD. The importance of the discovery was evidenced by the rapid emergence of clinical trials evaluating the protective effects of inhaled anesthetics in patients. These findings formed the basis for recent American Heart Association guidelines recommending inhaled, rather than intravenous, anesthetics for surgical patients at risk of a heart attack.

The research team’s objective is to extend their findings with the goal of improving outcomes in patients undergoing all types of surgery. The program is supported by a $9 million renewal grant from the National Institutes of Health’s National Institute of General Medical Sciences. Dr. Bosnjak is studying the effects of inhaled anesthetics on heart cell activity. Dr. Warltier is evaluating the role of cell proteins in anesthetic protection. Dr. Kersten is examining the effects of diabetes to impair heart protective mechanisms. Once they delineate the processes involved in the positive effects of inhaled anesthetics on the heart, they plan to use this information to better prepare high-risk patients, such as those with diabetes, for surgery and anesthesia. Finally, the team will explore methods of protecting other sensitive organs, such as the kidneys and brain, that might also be at risk for injury during surgery.

Dr. Evans developed and directed at the University of Texas M.D. Anderson Cancer Center. Small portions of pancreatic cancer tumors removed during surgery will be submitted to the tissue bank to be preserved for genetic studies. A corresponding database will record relevant medical history anonymously for each tissue sample. The integration of the clinical data with the biological findings from the tissue samples is critical for translating findings from the laboratory to clinical use.

The pancreatic cancer tissue bank will be housed in the lab of Michael Dwinell, PhD, who will manage the bank and the use of the tissue samples by Medical College basic science researchers.

The pancreatic tissue bank will serve as the pilot for a Medical College-wide human tissue bank, directed by Saul Suster, MD, comprising many tissue types, such as cardiac, kidney and brain tissue. The College-wide central human tissue bank is an important platform for a strong translational research enterprise. Dr. Evans and Dr. Suster are working with a multidisciplinary tissue bank development team to establish standardized protocols for tissue collection, processing, distribution and data recording, which are the essential foundation for ensuring the integrity and reliability of the research.

Dr. Evans is the Donald C. Ausman Family Foundation Professor and Chairman of Surgery. Dr. Evans practices at the Froedtert & The Medical College of Wisconsin Clinical Cancer Center. Dr. Dwinell is Associate Professor of Microbiology and Molecular Genetics. Dr. Suster is Professor and Chairman of Pathology. All are members of The Medical College of Wisconsin Cancer Center.
Dr. Bosnjak is Professor and Vice Chairman for Research in Anesthesiology and Professor of Physiology. Dr. Warltier is Chairman and John P. Kampine Professor of Anesthesiology. Dr. Kersten is Professor of Anesthesiology. Dr. Harder is the Kohler Co. Professor in Cardiovascular Research and Associate Dean for Research. Dr. Olivier is Professor of Physiology and Co-Director of the Wisconsin Center of Excellence in Genomics Science. All are members of the Cardiovascular Center.

Two research facilities are providing highly specialized expertise and technologies. A Biomechanical and Molecular Core, directed by David Harder, PhD, and a Proteomics Core (for researching how proteins respond, interact and change), directed by Michael Olivier, PhD, comprise state-of-the-art resources that will enable Dr. Bosnjak and the research team to accelerate their advances to patient care.

Postdoctoral fellow Maria Muravyeva, MD, PhD, prepares to capture microscopic images of heart cells under the supervision of Dr. Bosnjak, while postdoctoral fellow Filip Sedlic, MD, (right) prepares an experiment in Dr. Bosnjak’s anesthesiology laboratory. Their work is focused on the protective effects of inhaled anesthetics on the heart.
Halting Parkinson’s is goal of research

By developing antioxidants designed to halt degenerative nerve cell death in the brain, Balaraman Kalyanaraman, PhD, and his scientific collaborators intend to ultimately translate their research into treatment to stop the progression of Parkinson’s disease.

Parkinson’s disease occurs when specific nerve cells in the brain are progressively destroyed, causing a significant decrease in production of the chemical dopamine needed for muscles to work in a smooth and coordinated way. About 60,000 new cases of Parkinson’s disease are diagnosed in the U.S. each year. Current treatments alleviate minor symptoms, but there is no cure or treatment that stops its progression.

Previous research suggests that destructive chemicals called free radicals, which are produced naturally in the body, play a role in the nerve cell death that occurs in Parkinson’s disease and other disorders. Dr. Kalyanaraman is an expert on the impact of free radicals on cell production.

Antioxidants are the body’s natural defense against free radicals. Dr. Kalyanaraman and his research team are studying targeted antioxidants as a way to neutralize free radicals and reduce their damaging effects on nerve cells in the brain. Their work is supported by a $2.7 million renewal grant awarded in 2008-09 from the National Institutes of Health’s National Institute of Neurological Disorders and Stroke.

Dr. Kalyanaraman is co-principal investigator for this study, along with neuroscientist Anumantha Kanthasamy, PhD, from Iowa State University. Collaborating investigators from the Medical College are Cecilia J. Hillard, PhD, and Joy Joseph, PhD. Their project joins the expertise of biomedical scientists across the disciplines of free radical biology, organic chemistry, neurotoxicology and neuropharmacology.

Dr. Kalyanaraman is the Harry R. & Angeline E. Quadracci Professor in Parkinson’s Research, Chairman and Professor of Biophysics, and Director of the College’s Free Radical Research Center. Dr. Hillard is Professor of Pharmacology and Toxicology. Dr. Joseph is Associate Professor of Biophysics.
Due to their physiological similarities to humans, rats are excellent models for studying human diseases and potential therapies. Creating rats with the genetic traits necessary for specific scientific study, however, typically requires many generations of breeding rats to make new models, leading to loss of time and resources.

College researchers led by Howard Jacob, PhD, in collaboration with scientists at three biotechnology companies and an academic institute, have developed a novel technique that enables the rapid creation of new animal models for studying human diseases. They are the first to create a genetically modified rat using zinc finger nuclease technology. The efficiencies gained by the new process will help expedite research discoveries.

Medical College researchers will use the modified rats to better understand the causes and processes of heart disease, high blood pressure, kidney failure and cancer.

In the first commercial application of the technology, a private biotechnology company is developing a new antibody to help fight viruses in humans.

The zinc finger nuclease method targets specific genes in the rat for mutation, resulting in a multitude of possible models to aid in the understanding of human diseases. Biomedical scientists expect the ability to reliably perform specific mutations using zinc finger nuclease methods will increase the rat’s value to research in physiology, endocrinology, neurology, metabolism, parasitology, and growth and development. The ultimate goal is to translate this research into new ways to prevent and treat human diseases.

Collaborating with the College were biotechnology companies Sangamo Biosciences, Inc., Sigma-Aldrich Corporation, and Open Monoclonal Technology, Inc., and an academic institute, INSERM.

Dr. Jacob is the Warren P. Knowles Professor in Human and Molecular Genetics and Director of the Human and Molecular Genetics Center.
The Medical College of Wisconsin is transforming its medical school educational model to prepare graduates for the changing practice of medicine. Curriculum is being developed that allows students to learn in the presence of patients from the first days of medical school. A comprehensive integration of basic and clinical sciences is being undertaken throughout all four years of medical school to ensure that graduates apply cutting-edge research in their care of patients. Five pathways are being developed that will allow students to focus on an area of medicine that interests them and provide added mastery. The five pathways are: Master Clinician, Urban and Community Health, Physician Scientist, Clinician Educator, and Global Health.

In The Graduate School of Biomedical Sciences, new programs focus on preparing graduates to move biomedical discoveries into clinical practice, such as the master’s degree program in Clinical and Translational Science and the PhD program in Basic and Translational Science. The new PhD program in Public and Community Health addresses the growing health needs of local and global communities.
The early clinical exposure that medical student Simon Griesbach (left) gained in a pilot physiology program at the Medical College has helped him relate his scientific coursework to the actual care of patients. Josh Meskin, MD, Assistant Professor of Cardiovascular Medicine, helped oversee the patient interaction portion of the class.

The early clinical exposure that medical student Simon Griesbach (left) gained in a pilot physiology program at the Medical College has helped him relate his scientific coursework to the actual care of patients. Josh Meskin, MD, Assistant Professor of Cardiovascular Medicine, helped oversee the patient interaction portion of the class.

Course expands early clinical learning

During his first year of medical school, Simon Griesbach learned firsthand how to relate the science of cardiovascular physiology to real patients with heart disease. He was one in group of students who volunteered for a pilot course that offered patient exposure as part of their basic science education.

The pilot physiology course was another step in transforming the College’s medical school curriculum to emphasize more clinical exposure early on and greater integration of basic science and clinical learning.
During the pilot course, basic science faculty from physiology teamed with physicians in cardiovascular medicine to show students the physiological science underlying cardiovascular disease in real patients at Froedtert Hospital.

For the lecture portion of the course, Simon and his group attended small team-based learning sessions facilitated by both physiology scientists and cardiovascular physicians. Then, in place of the cardiovascular laboratory section, the students participated in a clinical experience at Froedtert. At the hospital, physicians provided a brief narrative of two cardiac patients. The students divided into two teams to interview the patients at the bedside under the direction of the cardiologist. Afterward, the students and faculty reviewed patient records and discussed the case. The scientists and physicians then guided the students through the relevance of the physiology they learned in the classroom and how it applied to the real patients.

For Simon, the course exceeded his expectations. In fact, the main feedback about the course was that it left the students wanting even more clinical experience. Due to the success of the pilot, the new format is being expanded to all medical students in the physiology course. Plans for a similar pilot are now underway for the respiratory section of the physiology course.

**Program prepares graduates for translational research**

Megan DeMara is not short on research interests. She has a bachelor’s degree in chemistry, has worked in plant genetics and agricultural seed production, and is currently a research assistant in the Medical College’s dermatology department. Megan wants her work to be relevant to patient care. That is why she chose to enroll in the new master’s degree program in Clinical and Translational Science offered by the College’s Graduate School of Biomedical Sciences.

Students of the program choose one of three concentrations that provide education and training pertinent to advancing scientific discoveries from the lab into improved treatments for patients and translating research findings and best practices into the community.

Megan is completing the Translational Research concentration, which prepares graduates to apply basic science discoveries to clinical problems. The program emphasizes creation of animal models of disease, genetics of disease, drug development, clinical trial design, ethical issues, and government and institutional regulations. Megan’s advisors are Edit Olasz, MD, PhD, a physician scientist in dermatology, and Rebecca Anderson, PhD, a research scientist in transplant surgery.

The program’s Commercial Development concentration provides training and coursework related to business, intellectual property, ethics, drug
and device development, and regulatory issues. The Epidemiology/Outcomes Research concentration is designed for professionals in health-related fields, as well as individuals with undergraduate degrees, who wish to pursue clinical research.

Graduates of the program are prepared to pursue translational research work in commercial, government, or academic settings.

Dr. Olasz is Assistant Professor of Dermatology. Dr. Anderson is Professor of Surgery (Transplant Surgery). Jane Kotchen, MD, MPH, directs the master’s degree program in Clinical and Translational Science. Dr. Kotchen is Professor and Interim Chairman of Population Health, and Director of Epidemiology in Population Health.

Megan DeMara’s entry into the Clinical and Translational Science master’s degree program in the College’s Graduate School of Biomedical Sciences is preparing her to develop laboratory discoveries into clinical applications. Megan (left) is currently also a research technologist in dermatology, where she works with one of her graduate advisors, Edit Olasz, MD, PhD.
The Medical College of Wisconsin is committed to being a leader and partner in transforming the health of community locally, nationally and internationally through service, research, education and advocacy. Faculty and staff continue to build strong, long-term collaborations with community organizations in both urban and rural settings. In collaboration with our community partners, our programs focus on improving the health and well-being of people of all ages, making communities stronger and more vital.

The College leads a multitude of programs that address disparities in care to improve health equity for all. The aim is to achieve measurable, successful and sustainable outcomes in communities.

Public and Community Health

In the medical school, a new curriculum pathway is being developed that will offer training for medical students to be physician leaders in urban and community health.

Each year, the Advancing a Healthier Wisconsin endowment funds new programs that grow partnerships, enhance education and expand research to benefit the public.
Shamika Suggs (left) and JohnQuita Attaway participate in a relationship-building exercise that teaches them to be observant and to look out for one another. The girls are members of PEARLS for Teen Girls, which is partnering with the Medical College and Kevin Izard, MD, (back right). Yvette Dotson (back left) is the PEARLS coordinator.

**PEARLS empowers at-risk teenage girls**

The PEARLS for Teen Girls High Risk Intervention Project is helping to improve the health, wellness and safety of African American teen girls in Milwaukee who are from low-income backgrounds and at high risk for poor health and unsafe lifestyles.

The Medical College is a partner in the program, contributing leadership and providing funding through the College’s Healthier Wisconsin Partnership Program, a component of the Advancing a Healthier Wisconsin endowment.
PEARLS stands for personal responsibility, empathy, awareness, respect, leadership and support. Leaders of PEARLS of Milwaukee have created a program in which girls ages 10 to 19 meet in weekly conversation circles, experience positive adult and peer relationships, and set personal and academic goals. The girls learn that success is possible through consistency, trust, respect and accountability. In 2008, PEARLS served 688 girls.

Through health screenings, a dedicated mental health nurse, and parental leadership and involvement, the program helps the girls achieve their goals, improve health and wellness knowledge and succeed in school. The project guides them in avoiding teen pregnancy, violence and other negative behaviors that contribute to the cycle of poverty, poor health and unsafe lifestyles. The girls themselves are involved in ongoing development of the program.

The Medical College partner is Kevin Izard, MD. The primary community partner is PEARLS for Teen Girls Inc., of Milwaukee. Other community partners include the University of Wisconsin-Milwaukee’s Center for Urban Community Development, University of Wisconsin-Milwaukee’s College of Nursing, Family Leadership Academy (Family Bridges Inc.), and Silver Spring Community Nursing Center.

Dr. Izard is Assistant Professor of Family and Community Medicine.

Project aims to prevent falls among older adults

In Wisconsin, the rate of death from falls is twice the national average. And the burden of falls is not limited to physical health. Fear of falling, especially among older adults, affects quality of life by limiting activity and adding to feelings of helplessness, leading to depression and loss of independence.

Researchers at The Medical College of Wisconsin’s Injury Research Center are partnering with 10 Wisconsin communities and the Centers for Disease Control and Prevention to determine effective programs that prevent falls among the state’s older adults.

The main component of the programs being evaluated is a seven-week class in which adults learn and practice behaviors that improve their odds of avoiding falls, including specialized exercises, managing side effects of medication, and home modifications. Faculty from the Injury Research Center engaged local health departments and county aging units to build community support for the goals of the fall prevention programs.

Two different formats of the program are implemented in the communities. All 10 receive equal funding, but some communities receive additional assistance in coalition development and maintenance and in program planning, implementation, evaluation and sustainability. Medical College faculty designed the program formats and are measuring their effectiveness to determine which is most successful in reducing falls.
The project’s principal investigator is Peter Layde, MD. Co-investigators are Ann Christiansen, MPH; Clare Guse, MS; Cheryl Maurana, PhD; and a collaborator from the University of Wisconsin – Madison, Jane Mahoney, MD.

Participating counties are: Adams County, Milwaukee County (Oak Creek), Eau Claire, Crawford County, La Crosse, Waushara/Green Lake/Marquette Counties, Dane County, Vernon County, Langlade County and Juneau County.

Dr. Layde is Professor of Population Health and Co-Director of the Injury Research Center. Christiansen is Program Manager of the Injury Research Center in the Department of Emergency Medicine. Guse is a Biostatistician in the Department of Family and Community Medicine. Dr. Maurana is Senior Associate Dean for Public and Community Health and Professor of Population Health.

Occupational therapist Nathan Rickertsen works with Pat Lenzendorf on proper techniques for getting in and out of a chair during a Stepping On class at Prairie du Chien Memorial Hospital, one of the community sites partnering with the Medical College on a fall prevention research and intervention project. Kathleen Leard (back), Director of Crawford County’s Aging & Disability Resource Center, oversees the local program.
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Unrestricted Revenues*  
Fiscal year ended June 30, 2009  
(\$ in thousands)

- **Net patient revenue** 453,031
- **Affiliated hospital contracts** 91,839
- **Grants and contracts** 147,800
- **Tuition and fees** 30,211
- **Investment income** 12,290
- **Contributions** 8,680
- **State appropriation** 4,145
- **Other** 50,378

Total unrestricted revenues 798,374

* Excludes nonoperating revenue and expense, including realized and unrealized gains and losses on investments.

** Includes adult and pediatric revenues.

Unrestricted Expenses*  
Fiscal year ended June 30, 2009  
(\$ in thousands)

- **Salaries and fringe benefits** 557,452
- **Supplies and expense** 173,663
- **Other operating** 56,330

Total unrestricted expenses 787,445

Excess of unrestricted revenues over expenses 10,929

* Excludes nonoperating revenue and expense, including realized and unrealized gains and losses on investments.

Externally Funded Sponsored Programs  
July 1, 2004 to June 30, 2009

Total Externally Funded Expenditures for Research, Teaching and Training, and Related Purposes ($ in millions)*

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* In Fiscal Years 2008-2009 and 2007-2008, research, teaching and training amounted to $147.2 and $138.7 million, respectively, of the total Externally Funded Sponsored Programs.

Unrestricted Revenues  
Fiscal Year 2009

- Other - 6%
- State appropriation - 1%
- Contributions - 1%
- Investment income - 2%
- Tuition and fees - 4%
- Grants and contracts - 18%
- Affiliated hospital contracts - 11%
- Net patient revenue - 57%

Unrestricted Expenses  
Fiscal Year 2009

- Other operating - 7%
- Supplies and expense - 22%
- Salaries and fringe benefits - 71%

Externally Funded Expenditures by Purpose  
Fiscal Year 2009

- Fellowship and others - 1% ($1.0)
- Teaching and training - 3% ($4.2)
- Multipurpose - 6% ($9.8)
- Research - 90% ($142.0)

* Includes community engagement, continuing medical education and other activities.
The Advisory Boards of The Medical College of Wisconsin play a critical role in increasing community awareness of the College’s major programs and raising private funds. The Advisory Boards include Wisconsin’s top business, professional and civic leaders who are committed to advancing medical research at the College.

Medical research is the necessary step to discovering improved methods to diagnose, treat and ultimately cure and prevent diseases. Private support is more important than ever as competition increases for federal grant support.

The fund-raising efforts of Advisory Board members have supported:
• Seed funding, which allows researchers to develop a track record to compete for and leverage long-term federal funds. Seed funds have led to and will continue to lead to larger federal or private agency grants that have the potential to result in breakthrough treatments and cures for disease.
• Bridge funding for researchers while they renew grants.
• Advanced training for physicians and scientists.
• The purchase of research equipment.
• Fellowships for conducting research.

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The Medical College of Wisconsin Council was founded in 1976 under the direction of the late Robert Uihlein, Jr., then Chairman and CEO of Schlitz Brewing Company. Council members meet three times a year to learn about current medical topics, health issues and Medical College research.

The interaction among the more than 260 Council members – who are prominent in and outside of Wisconsin – and the Medical College has facilitated important connections to Wisconsin’s top business, professional and civic communities.
Women In Science

Women researchers and physicians at The Medical College of Wisconsin are making discoveries that are saving lives and improving treatments for patients with injuries and complex diseases.

The mission of the Women in Science program:
• Highlight the research and accomplishments of women on The Medical College of Wisconsin’s faculty.
• Create a program of financial support and awareness for the College’s women scientists and their research.
• Encourage women to embrace scientific research as a focus of their philanthropy.

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Medical College of Wisconsin Consortium on Public and Community Health, Inc.

The Medical College of Wisconsin Consortium on Public and Community Health (MCW Consortium), provides oversight for the Healthier Wisconsin Partnership Program and serves in an advisory capacity for conversion funds allocated to research and education at the College. The MCW Consortium is composed of four members selected from nominees provided by statewide and community health care advocacy organizations, four members who represent the medical school and one member selected by the Insurance Commissioner.

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Medical College of Wisconsin President’s Neighborhood Advisory Council

The President’s Neighborhood Advisory Council, established in 2005, provides a dialogue between The Medical College of Wisconsin and its neighbors to improve the health and vibrancy of the Medical College and its neighborhood. The Medical College views the campus as belonging to the entire neighborhood and engages the Neighborhood Advisory Council with the intention of maintaining and enhancing the surroundings to the mutual benefit of the neighbors and the College.

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The Medical College of Wisconsin Technology Innovation Council

The Medical College’s Office of Technology Development convenes the Technology Innovation Council to discuss the patenting, marketing, licensing and development of early stage biomedical technologies. The Council’s meetings and work sessions bring together technology analysts, intellectual property experts, business leaders, venture capitalists, entrepreneurs, as well as scientists and engineers who share the common goal of promoting the translation of discoveries made at the Medical College into new drugs, diagnostic tests and medical devices.

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Medical College of Wisconsin / Marquette Medical Alumni Association

The Medical College of Wisconsin/Marquette Medical Alumni Association provides services to strengthen connections among alumni and with the Medical College, and between students and alumni.

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The Friends of the Medical College of Wisconsin is an organization of volunteers from the College, affiliated institutions and the community. The Friends’ activities support the charitable, educational, scientific and community service activities of the Medical College and its affiliates. Since its inception, the Friends have contributed more than $1 million in monetary gifts and equipment to the Medical College and its affiliates.

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