Michigan Medicine has made monumental progress in the fourth year of our campus-wide Diversity, Equity and Inclusion Strategic Plan – that was launched by University of Michigan President Mark Schlissel in 2015. The trainings and educational programs offered by the Office for Health Equity and Inclusion have expanded and become recognizable resources across Michigan Medicine.

Our foundational trainings like our Unconscious Bias and Bystander trainings have set the stage for developing programs that take a deeper dive into cultural humility, healthcare disparities and social determinants of health.

The priority for enhanced focus on DEI is not only felt by leadership at the University of Michigan and Michigan Medicine, but locally across the various schools, colleges, departments and units. Dedicated volunteers have stepped up to champion for DEI efforts in their departments by facilitating conversations and activities aimed at problem-solving and inclusion. Diversity, Equity and Inclusion is a conversation in which everyone has a voice, and as we enter the fifth year of the strategic plan, our office is continually committed to making sure those voices are heard and elevated.

For example, countless faculty, learners and staff members have applied and received one of our DEI Innovation Grants. These grants assist in the creation of new and sustainable DEI initiatives prompted by those who recognize a gap, and dedicate themselves to filling it. I extend my appreciation for grant recipients, trainees, trainers, and all who participate in any OHEI programming because you have moved the needle forward toward a more diverse, culturally competent, and equitable organization.

The lack of health equity made evident during the COVID-19 pandemic highlighted the dire need for the work that comes out of our office. While social determinants of health and health disparities are 400 year-old issues, the coronavirus pandemic further addressed our need for involvement at the local, state, and national level. The Michigan Medicine Racial Disparities Advisory Committee was formed and birthed to address the disproportionate mortality rates in communities of color during the pandemic. We look forward to the Racial Disparities Advisory Committee, the Health Equity Leadership Weekend, and our engagement with local and state leadership to address policy, research and community initiatives to continue to solve health care’s most pressing issues.

The Office for Health Equity and Inclusion will continue to hold space, create opportunity, and provide training that catapults Michigan Medicine further. When we all work together, we build a stronger, better, more efficient healthcare system that delivers optimal patient care.

Sincerely,

David J. Brown, M.D.
Associate Vice President and Associate Dean for Health Equity and Inclusion
Associate Professor Pediatric Otolaryngology, Head and Neck Surgery
At the foundation of organizational diversity is our unique differences and the celebration of individuality. It isn’t the just acceptance of those differences that make diversity and inclusion efforts sustainable, rather the embracing of those differences that create a more dynamic institution.

The DEI Gratitude Symposium, is hosted twice a year by the Office for Health Equity and Inclusion (OHEI). The sixth biannual DEI symposium, themed “Building Bridges Across Difference for Sustainable Change,” ignited conversation around this idea and explored how to further diversify thought and communicate across differences at Michigan Medicine.

Marschall Runge, M.D., Ph.D., dean of the U-M Medical School, executive vice president for medical affairs and CEO of Michigan Medicine, and David J. Brown, M.D., associate vice president and associate dean of the Office for Health Equity and Inclusion and associate professor of otolaryngology – head and neck surgery, opened the event with remarks focused on gratitude and practical methods of infusing difference and diversity into the workplace.

"There is a lot going on at Michigan Medicine," said Brown, "and it all comes together to help create a culture where we can best serve our mission to advance health to serve Michigan and the world."

Bringing diversity to the table

Lenora Billings-Harris brought a wealth of wisdom and insight in both her keynote address and Q&A session. A U-M graduate, Billings-Harris is a diversity and inclusion strategist.

"You cannot get diversity of thought if you do not have diversity at the table," said Billings-Harris during her keynote.

She highlighted the importance of a human being’s basic need for belonging and how inviting diverse voices into a conversation sparks innovative results. Her keynote magnified various thought-provoking issues within DEI, including micro inequities, microaggressions and colorism. She also introduced audience members to techniques that effectively combat bias and reduce insensitive behavior in and out of the workplace.

Echoing the theme, members of a “Leading Across Difference” panel shared their professional experiences working with others from different backgrounds.

The panel was made up of Shon Dwyer, former executive director of UH/Frankel CVC; Feranmi Okanlami, M.D., M.S., assistant professor of family medicine and director of Medical Student Programs in OHEI; Pedro Coracides, project manager in the Office of Patient Experience; and Sonya Jacobs, chief organizational learning officer. The group all shared unique perspectives on how inclusive collaboration strengthens the community.
With regard to collaboration, Okanlami implored members of the organization to always "Come in ego-less." He and the other members of the panel agreed that entering into a collaboration without ego yields greater results, better working relationships and an overall greater learning experience.

Attendees were also given an update on the organization’s DEI 5-year strategic plan, showcasing accomplishments and outlining the path forward.

Celebrating champions

During the symposium, OHEI awarded six Champion for Positive Culture at Michigan Medicine awards. These departments all made significant progress in their DEI efforts, as measured by data points and/or recognition from faculty and staff.

“These teams should be proud of their exemplary leadership in moving this health system forward,” said Phyllis Blackman, M.B.A., director of the Office for Health Equity and Inclusion.

Recipients of the Champion for Promoting Positive Culture at Michigan Medicine were:

- U-M Medical School Office of Research (DEI Lead: Sue Low)
- Patient Relations and Clinical Risk (DEI Lead: Karrie Schultz)
- MICHR (DEI Lead: LaTonya Berryhill)
- Patient Food and Nutrition Services (DEI Lead: Erica Raymond)
- Canton Health Center (DEI Lead: Rusty Ward)

Finally, as it looked to the future, OHEI awarded eight mini grants to help implement new and creative DEI ideas. Mini grant recipients were:

- Melinda Su and En Lee, Department of Pharmacy: The award will be used to translate anticoagulation education materials to Spanish, Arabic and Mandarin (Chinese) for patients with limited English proficiency.
- James Cech, Interpreter Services: The award will be used to create a series of short informational videos for Limited English Proficiency patients and their caregivers.
- Maureen Fausone, Quintin Solano and Brandon Ellsworth, Department of Family Medicine: The U-M Adaptive Sports Student Group will develop adaptive roller-sled hockey at Michigan Medicine.
- Alexander Reardon, Department of Pediatrics: Reardon will use the funds toward research on the gender disparity in the assessment of children’s pain.
- Kristian Black, Department of Urology: The grant will be used to fund UroVersity, an innovative pipeline program aimed to increase awareness of diversity in urology at the U-M Medical School.
- Candice Stegink, Fast Forward Medical Innovation: The funds will be used toward the Innovation and Entrepreneurship workshop, a three-hour session that focuses on social entrepreneurship and its implications.
- Kiley Adams, Alec Bernard, Ali Herman, Jiwon Park, Becca Row and Kinsey Vear, Physical Medicine and Rehabilitation: Funds will be used to purchase a Trail wheelchair to provide medical students access to CAMP, the student-led wilderness pre-orientation program.
In an effort to partner with units and departments across Michigan Medicine, OHEI works with faculty and staff volunteers, called Diversity Equity and Inclusion (DEI) Leads. There are currently 170 DEI Leads, who work within their department to champion diversity and implement inclusivity at the local level.

DEI Leads integrate the information from trainings, like OHEI’s Unconscious Bias, into events and campaigns. DEI Leads across Michigan Medicine work diligently to not only celebrate initiatives, but to elevate the diversity and uniqueness that shines among employees. In fall 2019, the Frankel Cardiovascular Center and U-M Medical Group (UMMG) demonstrated outstanding examples of Michigan Medicine’s commitment to DEI.

CVC DEI team

At the heart of difference: CVC showcases employees

The “We are CVC” campaign is the Frankel Cardiovascular Center’s ongoing diversity, equity and inclusion campaign aimed at acknowledging the visible and invisible aspects of an individual’s identities. Identities that are not only accepted at the CVC, but welcomed and celebrated.

“By recognizing individual differences — and highlighting similarities — people can better connect with their peers and create deeper and stronger bonds,” said Pedro Coracides, an Office of Patient Experience employee who serves on the CVC DEI Committee.

The “We are CVC” campaign began in March 2019 with a call to all faculty and staff for photos of themselves with words they would use to describe their identity. A photo mosaic and video was created from those submissions and was showcased at this year’s Celebration of Excellence. Of the submissions, 10 individuals were selected to be featured in elevator artwork that is showcased on the employee elevators on floors 2-5 of the CVC. A photo mosaic featuring all the submissions is now stationed on floor 2, near the UH/CVC connector.

“As a staff member that partners with the CVC, it is so wonderful to see the dedication all levels of the CVC have toward diversity, equity and inclusion for patients, families, faculty, staff and learners,” said Coracides.

The effort was funded through a Frankel CVC micro grant initiated by Chandu Vemuri, M.D., and received substantial input and feedback from the entire DEI steering committee. The Frankel CVC leadership team proudly supported the effort — and the message it sends.

“It seems like the world has been getting more divided in some ways, but here we’ve worked to bring us all together,” said Vemuri. “That says a lot, it is hard to do this day and age. That is what this committee should be proud of.”

Chief Administrative Officer Stefanie Peters, and the CVC directors, were also proud of the work being done. As Peters said, “We strive to ensure that CVC members and the communities we serve feel welcomed, valued, and seen.”

If you want to see all the submitted images, you can find them at committee’s website [fcvcdei.med.umich.edu].

Driving success: UMMG recognizes DEI Drivers

UMMG Diversity, Equity and Inclusion Drivers are the individuals who weave overarching diversity and inclusion goals into the ambulatory care unit or department where they work. The drivers are volunteers who are committed to championing and exhibiting DEI behaviors as an example to not only their coworkers, but all whose lives they impact daily.

Recently, the UMMG Diversity, Equity and Inclusion Committee held its inaugural DEI Driver Retreat to recognize the drivers, celebrate efforts and provide further education and resources to enhance the incredible work they are already performing.
“There are a few questions to ask yourself in regards to allyship,” said Sheagren. “Some of those questions are ‘Am I honestly open to hearing, truly, what others have to say? Am I open to their feedback and to getting earnest solutions?’

The 2019 DEI Driver retreat — entitled “Evolution of Conscious Allyship” — focused on the importance of partnership, as the organization strives to build a more inclusive and equitable environment.

UMMG DEI committee members, Office for Health Equity and Inclusion (OHEI) staff and drivers led activities throughout the day, and the event was anchored by a keynote panel discussion focused on implementing conscious allyship. The panel included:

- Feranmi Okanlami, M.D., assistant professor of family medicine, OHEI
- Peggy Sheagren, director of operations, University Human Resources
- Ladele Cochran, manager, Michigan Medicine’s Ypsilanti Health Center
- Will Sherry, project lead manager, Student Life, Spectrum Center
- Moderated by Pedro Coracides, Office of Patient Experience

“There is not always easy to allow our teams to engage in this work,” said Migdalia Musler, chief operating officer for UMMG, “and at times it may seem disruptive. But this work is important, so managers have been asked to remove all barriers related to the work that the DEI Drivers are doing.”

The retreat also offered an opportunity for drivers to network with one another and share common themes and experiences.

Throughout the day, drivers partnered into small groups and created conversations around diversity that sparked from personal experiences.

The event concluded with recognition and kudos for outstanding DEI Drivers. Recipients who received notable recognition included:

- DEI superstar site: East Ann Arbor Psychiatry; Drivers: Sandra Glover, Sue Wonnacott and Hilary Garcia
- DEI site special recognition: Brighton Center for Specialty Care; Driver: Aaron Franks
- DEI Driver certificates of appreciation:
  - Jasmine Lee, PM&R Commonwealth
  - Jessica St Amour, Dexter Health Center
  - David Brandt, Howell Health Center
- DEI Driver of the Year: Rusty Ward, Canton Health Center
Michigan Medicine Honored With Two National Awards For Its Commitment to Diversity

Michigan Medicine has been diligent to its commitment to diversity, equity and inclusion. The implementation of the five-year strategic plan has begun the process of shifting the climate of DEI at Michigan Medicine. The impact of this plan has not only spread across the organization, but has generated national attention, as well.

Michigan Medicine received both INSIGHT Into Diversity's 2019 Health Professions Higher Education Excellence in Diversity (HEED) award and BlackDoctor.org’s 2019-2020 Top Hospitals for Diversity and Equity award.

“We are honored that the strategic DEI initiatives that we have instituted are being recognized nationwide alongside health systems that are leading the way for health equity,” said David J. Brown, M.D., associate vice president and associate dean of the Office for Health Equity and Inclusion.

“We have done great work with our foundational trainings like our Unconscious Bias sessions and Bystander trainings. This has set the stage for our developing programs that take a deeper dive into cultural humility, health care disparities and social determinants of health.”

INSIGHT Into Diversity magazine is the oldest and largest diversity-focused publication in higher education. The annual Health Professions HEED Award is a national honor recognizing U.S. colleges and universities that demonstrate an outstanding commitment to diversity and inclusion. Michigan Medicine was featured, along with 42 other recipients, in the December 2019 issue.

“We take a detailed approach to reviewing each application in deciding who will be named a HEED Award recipient,” said Lenore Pearlstein, publisher of INSIGHT Into Diversity. “Our standards are high, and we look for institutions where diversity and inclusion are woven into the work being done every day across their campus.”

BlackDoctor.org is the leading health and wellness destination for African Americans with an audience of more than 19 million. On Oct. 30, Michigan Medicine was presented with the 2019-2020 Top Hospitals for Diversity and Equity award at BlackDoctor.org’s first Health Equity Conference in Washington D.C. Each hospital honored with the award delivers quality care at the highest level, while promoting equity and inclusion in their operations, programs, services and staffing.

“Our 19 million-plus audience places a great importance upon cultural humility and sensitivity when it comes to the entire healthcare delivery system,” said BlackDoctor.org CEO Reggie Ware in an open letter penned to award recipients and conference attendees. “Our users have expressed a strong desire for us to point them in the right direction to providers and companies who excel in these areas. Organizations who are working hard to see that everyone is treated fairly regardless of race or creed are highlighted here.”
Developed in 2014, OHEI’s Leaders and Learners Pathways Pipeline program has been instrumental in the development of the next generation of healthcare leaders. The pipeline program, which was originally commonly known as the Macy Minorities in Medicine Program, is designed to elevate all students, from a variety of backgrounds, including those from underrepresented communities. The program is composed of two components: The Michigan Health Science Institute, which prepares high school students, undergraduates and recent college graduates to succeed in the health sciences; and a robust mentoring program. The pipeline program encompasses three residential academies – Pre-college Exposure Academy [high school learners], Undergraduate Research Academy, and Career Development Academy. Each academy aims to expose learners to health science careers and health disparities, foster leadership development, enhance academic skills, and prepare students for admission to medical school.

Despite being further developed and integrated into the Office for Health Equity and Inclusion in 2014, the pipeline program at Michigan Medicine has been a cornerstone for over 20 years. Early implementations of what is known today as the Leaders and Learners Pathways Pipeline program has been instrumental in the career trajectory of some of Michigan Medicine’s finest physicians.

A long standing impact: 20 years ago

Rosalyn Maben-Feaster, MD, MPH, FACOG

Practicing physician at Michigan Medicine in Obstetrics and Gynecology - received her first hands-on experience with health sciences over 20 years ago, in the earliest versions of the pipeline program. Maben-Feaster was first interested in medicine after being influenced by her mother, who went attended medical school while Maben-Feaster was in high school.

“I’m from Flint and at that time, there really was not a lot of exposure to medicine for high school students,” said Maben-Feaster. “The lack of resources and exposure to medicine sent my parents on the hunt for programs for both my sister, and I. They were very aggressive about finding opportunities that would expand our thinking.”

Maben-Feaster said she often reflects on her summer experience with the pipeline program, crediting moments to shadow doctors, stay in the dorms, and participate in labs as instrumental to her career trajectory. She not only participated in the pipeline program at Michigan Medicine, but went on to complete her undergraduate studies, residency, masters of public health, and medical school at the University of Michigan.

Coincidentally, Maben-Feaster now has an office not too far from the dorms that she stayed in during her time in the pipeline program – something that seems full circle in retrospect.

Today, Maben-Feaster many roles at Michigan Medicine, and is an Assistant Professor of Obstetrics and Gynecologist, Associate Director of Women’s Health System Division, Director of Quality Improvement Education for the OB/Gyn Residency Program, and the Director of Health Systems Science for the University of Michigan Medical School.
Ebony Parker-Featherstone, MD

Over 20 years ago, Ebony-Parker Featherstone, MD, Medical Director for the Ypsilanti Health Center was a participant in the pipeline program.

The summer of 1996, Parker-Featherstone attended the pipeline program at University of Michigan – a decision that would lay the groundwork for her future in medicine. While the opportunity to get a hands-on experience was impactful, she said it was the excellent administration that made her entire experience with Michigan Medicine life changing.

“At that time Nancy McLaughlin was running the program,” said Parker-Featherstone, “and she was instrumental in making sure that we all stayed connected with one another and with other opportunities with Michigan Medicine through her monthly newsletter.”

Parker-Featherstone attended Grand Valley State University for her undergraduate education, where she was a biomedical science major. It was through the newsletter Nancy sent out that she was notified of the Undergraduate Research Opportunity Program at the University of Michigan, a program still active today through the Office for Health Equity and Inclusion. Parker-Featherstone attended the Undergraduate Research Program for two summers, and ultimately it was her research shadow mentor, Dr. Andrew Haig, Physical Medicine and Rehabilitation, who pushed her to pursue medical school.

Ultimately, Parker-Featherstone attended University of Michigan Medical School. During her first year of medical school, she participated in the pipeline program as a counselor, mentoring high school program attendees. Parker-Featherstone said that the pipeline program built a strong network of support among attendees, counselors, the coordinator Nancy McLaughlin, and the University.

In addition to her role as the Medical Director of the Ypsilanti Health Center, Parker-Featherstone is the Director/Implementation Lead of Diversity, Equity and Inclusion, Clinical Assistant Professor for the Department of Family Medicine, and the Department of Obstetrics and Gynecology.

Today, Parker-Featherstone is still in touch with many that participated in the pipeline program, including Rosalyn Maben-Feaster, who she sees regularly during her time at Von Voigtlander Women’s Hospital.

Closing the gap

The Office for Health Equity and inclusion continues to work diligently to influence the climate at Michigan Medicine and cultivate an environment where value, support and opportunity can be felt by all who are a part of the health system. One of the most impactful methods to building and maintaining an organization of diversity, equity and inclusion (DEI), is to equip emerging healthcare leaders with support, opportunity and tools that reflect the organizations commitment to DEI.
The Office for Health Equity and Inclusion held its inaugural Health Equity Leadership Weekend August 9 and 10, 2019. The event, themed *Becoming a Change Agent in Health Equity*, was aimed at developing and equipping emerging healthcare leaders in diversity, equity and inclusion.

Over 40 students participated in a weekend packed with events. Friday, August 9, Dr. Joneigh Khaldun, Chief Medical Executive and Chief Deputy Director for Health for the State of Michigan Department of Health and Human Services gave the keynote address, “Six Things every Clinician Should Know about Medicine, Leadership and Advocacy.

The following day, students attended various lectures and workshops that took a deeper dive into healthcare’s most pressing issues. Topics addressed included: health and healthcare disparities, levels of health intervention, how healthcare disparities affect different groups, institutional change, resilience, tools to achieve health equity, macroaggressions, and racism.

“The inaugural Health Equity Leadership Weekend provided an environment for discussion and innovation around some of healthcare’s most pressing issues,” said Marcia Perry, MD, Assistant Program Director in the Department of Emergency Medicine and Office for Health Equity and Inclusion Director of Programs for House Officers.

“The success of the first Health Equity Leadership Weekend really laid the foundation for an ongoing a learning experience for the next generation of healthcare leaders.”
When I see an audience like this filling the entire auditorium, it means that this is something that’s important to you and has impacted you and a lot of others at Michigan Medicine,” said David J. Brown, associate vice president and associate dean for health equity and inclusion and associate professor of otolaryngology-head and neck surgery. “One of the purposes today is to come together as a community and support each other. What happened goes against our values, but our unified community is stronger than hate and we are coming together to show that we will not tolerate it.”

The program spoke to the strength of the Michigan Medicine community and how it is using its values of civility, respect and humanity to be resilient in the wake of a disturbing incident. Michigan Medicine stood united and strong to make it clear to all that the institution fiercely values and defends equality, respect and dignity for all, inclusiveness and the elimination of discrimination.

The event was positively received and beneficial to all those who attended. Following the initial Community Conversations, OHEI developed monthly Community Conversations – an open forum, aimed at promoting and facilitating difficult conversations.

Community Conversations was held Tuesday, June 25 from 11:30 a.m. to 12:30 p.m. in Ford Auditorium.

Hundreds of staff, faculty and learners joined the conversation and reinforced the strength of a unified Michigan Medicine community.
The Michigan Medicine Diversity, Equity and Inclusion (DEI) Innovation Grant Program is an opportunity for faculty, staff and learners to receive funding for innovative ideas and activities that promote Diversity, Equity and Inclusion. Awarded twice a year, innovation grants, previously known as mini-grants, are an opportunity to acknowledge, inform, reinvigorate and refocus departmental and unit efforts on activities that promote respect and learning about others.

The grant program is funded by the Office of the Executive Vice-President for Medical Affairs and the Dean of the Medical School. The Office for Health Equity and Inclusion has a group of reviewers that look for submissions to align with the strategic priorities of Michigan Medicine to enhance inclusion, increase diversity and promote equity across the institution for our patients, faculty, learners and staff. Activities and ideas must be innovative and sustainable.

“The innovation grant program is exceptional,” said Phyllis Blackman, Director of the Office for Health Equity and Inclusion, “specifically because it allows our faculty, staff, and learners to identify the needs that they see, and implement activities that can bring sustainable change.”

The Office for Health Equity and Inclusion awards the innovation grants at the biannual Diversity, Equity and Inclusion Symposium. OHEI has received a total of 170 applications and awarded 49 mini-grants.

Mini-grant awardees have had a great impact on the DEI work being on and around Michigan Medicine. Notable awardees and initiatives are:

Pharmacology – Youth STEM w/ Wolverines Pathways collaboration.
Otolaryngology – Diverse Books for MOTT
Obstetrics and Gynecology – Halley Crossman – transgender patient care training videos
Gifts of Art – Diverse Art Kits
Rogel Cancer Center – An informational video on various cultural and spiritual end of life experiences.
PM&R – Hurvitz/Adams/Bernard/Herman/Park/Row/Year – A wheelchair for CAMP wilderness pre-trip M1’s and community.
Urology – Palapattu/Black – UroVersity-peer mentoring students and residents.

Michigan Medicine’s support and commitment to diversity, equity, and inclusion (DEI) is seen at all levels of the organization. Top leadership has been increasingly vocal about supporting initiatives that demonstrate an inclusive campus climate. The Michigan Medicine DEI Dashboard was created to assist in the implementation of strategic and informative DEI decisions for leadership and Michigan Medicine DEI Leads.

The DEI Dashboard combines institutional measures of workforce and culture with an implementation metric that is leveraged in a unique way to assess employee’s views on how institutional culture is being shaped by DEI initiatives. The interactive nature of the dashboard empowers leaders to see and explore their areas in a dynamic fashion.

“This robust and interactive tool gives our DEI Leads greater insight at the local level to know if the activities, events and initiatives they are promoting are helping to change the culture in their areas,” said Patti Andreski, Lead Research Area Specialist in the Office for Health Equity and Inclusion.

“By assessing how confident employees are that their DEI efforts are making a positive impact on culture, we are able to see if strategy is perceived as a making a difference at the local level, as well as at the organizational level.”
The Office for Health Equity and Inclusion hosts four film events each year, in an effort to create an interactive diversity experience for all at Michigan Medicine. Each Film screening is open to all faculty, staff, student, patients, and their families to enjoy. Immediately following each film, the OHEI has a panel discussion around the theme of the movie, in which audience members are encouraged to participate.

- **February 24, 2019**
  - Coco

- **June 1, 2019**
  - BlacKKKlansman

- **October 23, 2019**
  - The Upside

- **December 6, 2019**
  - On the Basis of Sex

University of Michigan, Michigan Medicine is entering its fifth year of the 5-Year Strategic Diversity, Equity, and Inclusion Plan. Completion of the Strategic plan does not denote a completion of the organization’s commitment to a culturally intelligent and inclusive healthcare community. In 2020 and beyond, the Office for Health Equity and Inclusion will continue to be an advocate for celebrating difference, diversity, and dialogue.

The Office for Health Equity and Inclusion’s vision to create a world where all can feel valued and can thrive. We will continue to do this by fostering learning environments that cultivate cultural competency, collaborative work environments, and strong relationships. We welcome your partnership and engagement as we continue working toward a more inclusive and equitable health system.
Executive Leadership of Michigan Medicine:

**Marschall S. Runge, M.D., Ph.D.,** dean, University of Michigan Medical School; executive vice president for medical affairs, U-M; CEO, Michigan Medicine

**Carol R. Bradford, M.D.,** executive vice dean for academic affairs, U-M Medical School; chief academic officer, Michigan Medicine

**Steve L. Kunkel, Ph.D.,** executive vice dean for research, U-M Medical School, chief scientific officer, Michigan Medicine

**David A. Spahlinger, M.D.,** executive vice dean for clinical affairs, U-M Medical School; president, U-M Health System

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Michael J. Behm
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Shauna Ryder Diggs
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Ron Weiser
Katherine E. White
Mark S. Schlissel (ex officio)

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**OUR VISION**

**TO ENSURE** that Michigan Medicine is a place where every person feels valued and can thrive.

**OUR MISSION**

- **TO FOSTER** an environment of respect that honors the well-being, individuality and dignity of all who work, learn and heal at our academic medical center.

- **TO CHAMPION** diversity and inclusion for our patients, learners, faculty, staff, community and society.

- **TO DIVERSIFY** the next generation of physicians, nurses, health professionals and scientists.