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SPRING 2026

MCW magazine

Leading With Heart:

Reflecting on the Inspiring 16-Year Legacy of Dr. John R. Raymond, Sr.

SPRING 2026

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LEADERSHIP MESSAGE

An Inspiring Legacy of Leading With Heart

In late January 2025, I announced that after fourteen and one-half years of leadership, it was time for me to prepare for my transition from my executive leadership roles and commit my time to MCW as a member of the faculty. To that end, I will step down officially from my position as president and chief executive officer of the Medical College of Wisconsin this summer.

My years of leadership at MCW have given me tremendous fulfillment, and I am deeply grateful for the trust, support and collaboration that I have enjoyed throughout my tenure here.

> "MCW continues to move forward with meaningful forward-looking initiatives and to garner significant national recognition . . ."

The executive editor of *MCW Magazine* has exercised her editorial prerogative, and together with MCW historian Richard (Dick) Katschke and contributing writer Anthony (Tony) Braza, has written this issue's cover story to focus on highlights from my tenure that underscore MCW's position as a preeminent institution creating the new knowledge to change lives and improve health for all. *(See cover story on pages 12-21.)*

MCW continues to move forward with meaningful forward-looking initiatives and to garner significant national recognition – several of which are shared in this issue as noted below.

In February 2026, MCW, along with the Milwaukee School of Engineering and Waukesha County Technical College, joined the Northwestern Mutual Data Science Institute (NMDSI) – a first-of-its-kind partnership among Northwestern Mutual, Marquette University and the University of Wisconsin-Milwaukee (UWM). Since its formation in 2018, the NMDSI has been a champion for AI and data science-driven transformation of academia and industry throughout southeastern Wisconsin. MCW will share its own data science curricula to help advance research initiatives. *(See story on page 4.)*

We announced in December 2025 that we had been studying the feasibility of partnering with a development firm to establish student housing on the MCW-Milwaukee campus. We have continued to work on this important endeavor and expect that a new building will be completed and ready for students in the spring of 2028. The student housing initiative aims to enhance MCW's Milwaukee campus environment and community; provide MCW with a new tool for student recruitment and engagement; reduce parking and traffic demand; and generate fiscal sustainability and long-term institutional value. *(See story and illustrations on page 5.)*

MCW is one of very few medical schools in the US to explicitly designate community engagement as one of its primary, foundational missions – which we did in 1990. I am pleased to share that MCW has officially been reclassified in the 2026 Carnegie Elective Classification for Community Engagement in recognition of our community engagement practices. MCW was originally classified by the Carnegie Foundation in 2015. The reclassification highlights MCW as one of only 80 private colleges and universities receiving this designation and one of only seven institutions to receive the designation specifically as an academic medical institution. *(See story on page 5.)*

I wish to express my sincere thanks and deep gratitude to our countless alumni, donors and friends for your ongoing dedication to our institution and to the health and safety of our patients, families, loved ones and communities during my many years at MCW. ■

John R. Raymond, Sr., MD
President and CEO

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MCW IS COMMITTED TO EQUAL OPPORTUNITY AND NON-DISCRIMINATION INCLUDING COMPLIANCE WITH TITLE IX. PLEASE SEE MCW.EDU/TITLEIX FOR MORE INFORMATION.

FEATURED PHOTOGRAPHERS: Ricardo Aguilar, Melissa Behling, Anthony Braza, Scott Paulus (*Milwaukee Business Journal*), Gary Porter, Jay Westhauser, Todd Wunderlich

ON THE COVER: This summer, John R. Raymond, Sr., MD, president and chief executive officer of MCW, will officially step down from the leadership position he has held for the past 16 years. The cover story shares highlights from his tenure that underscore MCW's position as a preeminent institution that is creating the new knowledge to change lives and improve health for all.

Dr. Raymond, as pictured clockwise from top right: (1) With students at the MCW-Green Bay White Coat Ceremony, 2016; (2) At the MCW/Marquette Medical Alumni Association brunch, 2023; (3) With students at the MCW-Central Wisconsin White Coat Ceremony, 2017; (4) At MCW-Milwaukee Commencement, 2016; (5) At the ThriveOn King ribbon-cutting, 2024; with Cheryl Maurana, PhD, at Convocation, 2017; (6) With Pete McPartland and Lisa Grill Dodson, MD, at the celebration of the Sentry Deanship at MCW-Central Wisconsin, 2020. *(Cover design by Julia Alberts.)*

STAT REPORT

MCW Joins Northwestern Mutual Data Science Institute

The Northwestern Mutual Data Science Institute (NMDSI) – a first-of-its-kind partnership among Northwestern Mutual, Marquette University and the University of Wisconsin–Milwaukee (UWM) – announced in February 2026 that it had expanded to include three additional Wisconsin-based academic institutions: MCW, the Milwaukee School of Engineering (MSOE) and Waukesha County Technical College (WCTC).

Since its formation in 2018, the NMDSI has been a champion for AI and data science–driven transformation of academia and industry throughout southeastern Wisconsin. Led by some of the state's most prestigious corporate and academic institutions, the organization continues to advance efforts that will increasingly position the region as a national hub for AI and data science. This includes supporting key investments in research; expanding training opportunities and academic programming; and attracting and cultivating talent by empowering individuals and making a positive impact on their communities.

"AI can help identify root causes of health disparities, which often correlate to economics," says John R. Raymond, Sr., MD, president and CEO of MCW. "We have to find ways together to integrate all of the work that we do to create vibrant, flowing arteries of talent that interact and overlap with each other in the community. I'm also really optimistic about the qualities and capabilities of these institutions and the people that we employ and help learn."

At a Milwaukee-wide event on February 12, 2026, MCW was announced as one of three new partners of the Northwestern Mutual Data Science Institute. Dr. John R. Raymond, Sr., MCW president and CEO, is seated third from right.

Through this partnership, MCW will share its own data science curricula to help advance research initiatives. MSOE will explore opportunities to provide access to its Rosie supercomputer and integrated capabilities, enhancing computational power and technological resources. Additionally, WCTC will offer its Applied AI Lab, providing hands-on learning experiences. These shared resources will enrich MCW's offerings and strengthen its work in data science education and research.

Over the past seven years, the NMDSI has provided support for a range of AI and data science–related signature programs, including startup funding toward the recruitment of new faculty hires; research seed funding to advance disciplinary and domain-focused impact and outcomes; student scholarships; and the development of new degree programs and curricula. Since the fall of 2023, more than 100 semester-long applied AI and data science student research projects have been completed. ■

MCW Earns Reclassification in the 2026 Community Engagement Classification from the Carnegie Foundation

MCW officially has been reclassified in the 2026 Carnegie Elective Classification for Community Engagement in recognition of the institution's community engagement practices. This classification is a designation awarded by the American Council on Education (ACE) and the Carnegie Foundation for the Advancement of Teaching that highlights an institution's commitment to community engagement and is awarded following a rigorous process of self-study by each applying institution.

Since its inception almost 20 years ago, the Carnegie Community Engagement Classification has served as the primary framework for assessing and recognizing institutions which document alignment among campus mission, culture, leadership, resources and practices that support noteworthy community engagement.

MCW was originally classified in 2015. The reclassification highlights MCW as one of only 80 private colleges and universities receiving this designation, and one of only seven institutions to receive the designation specifically as an academic medical institution.

The 2026 reclassification application process was facilitated by MCW's Office of Community Engagement, led by Staci Young, PhD *(above)*, senior associate dean for community engagement.

"This recognition highlights MCW's extensive efforts in community engagement," Dr. Young shares. "Our self-study process included stakeholders across MCW and among our community partners, and assessed our institution's strengths and opportunities in community engagement related to education, scholarship, civic identity, institutional initiatives and key partnerships. I am proud of MCW's deep commitment to addressing community needs and engaging with diverse groups." ■

The proposed site map and rendering of new student housing on the MCW-Milwaukee campus

MCW Plans for Student Housing on Milwaukee Campus

Work is underway to establish student housing on MCW's Milwaukee campus that is expected to be completed and ready for students in the spring of 2028. The future site for the proposed building is located in the northeast corner of the campus and will house a range of units – with size, quantity and mix to be determined as the project progresses.

The student housing initiative aims to:

- **Enhance MCW's Milwaukee campus environment and community** – moving from a commuter-specific campus to a vibrant living and working environment.
- **Provide MCW a new tool for student recruitment and engagement** by addressing student housing needs and requests for onsite housing through affordable options close to campus.
- **Reduce parking and traffic demand** with additional parking options within the housing development, freeing up additional general parking for faculty, staff and learners, and maximizing parking capacity.
- **Generate fiscal sustainability** and long-term institutional value.

This is an essential time for MCW to generate solutions for long-term value and sustainability. Expanding the institution's portfolio will increase fiscal sustainability and help ensure that MCW can continue to invest in the initiatives and missions most important to its long-term vision. ■

MARK W. BOSBOUS, MD '05, GME '11

NEWS FOR ALUMNI

"Looking ahead to this year, I encourage you to stay involved in ways that are meaningful to you."

– Dr. Mark W. Bosbous

Fellow Alumni, Colleagues and Friends,

Spring is a season of momentum and renewal, and it feels especially fitting as I reflect on the direction of our alumni community. Across all schools and programs, MCW alumni continue to shape the future of healthcare as clinicians, researchers, educators and leaders – carrying forward the values instilled in us during our time at MCW.

One of the most rewarding aspects of serving as president of the MCW/Marquette Medical Alumni Association has been seeing how our stories continue to evolve. Our alumni are an essential part of that story, and your accomplishments, insights and generosity help define what MCW is today.

That generosity was powerfully reflected in the *100 for 100 Giving Campaign*, which surpassed both participation and fundraising goals. A total of 107 alumni stepped forward, contributing more than $38,000 in support of student scholarships. As we move forward from the Alumni Association's 100th anniversary celebrations, we remain focused on building connection between alumni, with students and with MCW. That engagement takes many forms – mentoring, attending events, supporting scholarships and research, sharing expertise and simply staying informed. Each of these strengthens our community and reinforces our shared responsibility to support the next generation of health professionals.

Looking ahead to this year, I encourage you to stay involved in ways that are meaningful to you. Make sure your contact information is up to date, watch for opportunities to reconnect with classmates and fellow alumni, and consider how you might contribute your time, talent or resources to our students. Together, we are not only shaping the future of the Alumni Association, but the impact of MCW itself.

Thank you for the many ways you continue to support this institution and one another.

It is a privilege to serve you, and I look forward to what we will accomplish together in the year ahead. ■

The Zeit Society recognizes the philanthropic contributions of MCW alumni who have made lifetime gifts of between $10,000 and $249,999 to any MCW fund. Two membership levels offer a number of benefits, including special recognition, invitations to select events and other opportunities to connect students and fellow alumni.

The Zeit Society impacts students at every stage of their education by supporting scholarships, recognition and meaningful alumni connections. While giving to all MCW funds is recognized, two funds noted at right directly tied to the Zeit Society support and celebrate student achievement while inspiring future generations to pay it forward.

Celebrating the Impact of Giving Back: Introducing the Reimagined Zeit Society

*2025-2026 student award recipients (l-r): Dylan Pierce, MCW-Central Wisconsin (*Lisa Grill Dodson, MD Founding Dean Award*); Theodore Yang, MCW-Central Wisconsin (*Walter Zeit Leadership Award*); Hannah Olson, MCW-Green Bay (*Matthew Hunsaker, MD Founding Dean Award*); and Adam Plotkin, MCW-Milwaukee (*Louis F. Jermain, MD Founding Dean Award*)*

Alumni support makes a crucial difference in MCW's success and the lives of our students. Our alumni donors help fund lifesaving medical discoveries and innovative healthcare education, impacting the health of our communities.

To honor and recognize MCW alumni whose lifetime giving reflects a sustained commitment to student success and to our institution's educational mission, we recently introduced the reimagined Zeit Society. It was inspired by the Walter Zeit Fellowship, established more than 50 years ago by our alumni, who believed deeply in paying forward the support that made their own education possible – values that remain central to the Zeit Society.

The Zeit Society brings together decades of alumni generosity under a new, unified structure that welcomes more alumni benefactors into its ranks. Executive Director of the MCW/Marquette Medical Alumni Association Anthony (Tony) Perez says that he is excited about how the Zeit Society will create more opportunities for MCW to connect with current students and alumni.

"Alumni donors provide MCW with reliable, flexible support that strengthens the institution year after year. Their generous

Dr. John R. Raymond, Sr., (at center) and current Zeit Society members connect with Zeit award recipients and students during an evening of celebration and shared commitment to the future of medicine.

contributions help fund scholarships, provide various kinds of student support and help address other priorities that can't always wait for major gifts or campaigns," Perez shares. "Alumni who donate are typically quite engaged and supportive of MCW's mission. The Zeit Society was created in part to recognize their commitment and provide an additional space to bring together like-minded alumni." ■

About the Zeit Society

Marie E. Zeit Scholarship
Awarded annually to first-year students, the Marie E. Zeit Scholarship recognizes individuals who embody leadership, loyalty, service, initiative and compassion – the core values that shaped the legacy of her husband, Dr. Walter Zeit. Recipients participate in engagement opportunities with alumni and fellow awardees throughout their educational journeys at MCW, building mentorship networks and a shared sense of community.

Walter Zeit Fellowship Awards
Each year, graduating students of exceptional promise are selected to receive the *Walter Zeit Leadership Award* and the *Founding Dean Award*, which have a monetary component. These honors celebrate students whose integrity, service and commitment to others distinguish them as future leaders in their respective fields. Upon graduation, awardees become Zeit Society Laureates – joining a tradition of alumni who support and inspire the next generation.

Learn More
The Zeit Society offers alumni the unique opportunity to make a meaningful impact on the future of healthcare and to be part of a recognition program that keeps you connected to your alma mater. To learn more about Zeit Society or to make a gift today, please visit *giving.mcw.edu/zeitsociety* or scan the QR code below.

The Zeit Society honors your lifetime giving to MCW by forging a legacy that will be felt by generations. MCW builds on your impact by fundraising for and growing the scholarships and awards offered each year to our incredible students.

MCW PharmD Students Learn Specialized Pediatrics Skills from Practicing Pharmacists at Children's Wisconsin

Since its founding in 2016, leaders at the MCW School of Pharmacy and Children's Wisconsin have worked collaboratively to cultivate opportunities for students to learn from experts about the pediatric pharmacy specialty. The pharmacy school and children's hospital are adjacent to each other on the Milwaukee Regional Medical Center campus and connected via a skywalk.

The partnership is mutually beneficial. Pharmacy students on clinical rotations learn from preceptors about the nuances of pediatric pharmacy and develop hands-on, specialized skills. They practice compounding medications that are easily administered to children – for example, giving a liquid medication to a child instead of a tablet. The students also learn to administer the proper dose and concentration of medication through an IV based on the patient's weight, ranging from newborns to young adults.

(l-r) Corey Dossett, PharmD, MPA, pharmacist at Children's Wisconsin, explains information on a medication label to second-year MCW PharmD student Andrea Baker during clinical rotations.

For Children's Wisconsin, MCW students contribute to the pharmacy workforce and develop a pipeline of qualified applicants for the hospital's residency program and even as future employees. Since 2020, when MCW's School of Pharmacy graduated its inaugural class, Children's has hired five alumni as full-time pharmacists.

Megan Ose, PharmD, MHSA, RPh, DPLA, director of pharmacy services at Children's, is also an assistant dean at MCW's School of Pharmacy, where she helps facilitate and maintain the close partnership between the two entities. Part of her role involves educating young people about pediatric pharmacy career opportunities even before they enter MCW's PharmD program. To that end, Dr. Ose presents information to high school and undergraduate students at MCW's Pharmacy Discovery Day events and hosts tours for the Pre-Pharmacy Scholars summer boot camp.

"We're able to give people a well-rounded idea of what the required education looks like, the ultimate role to be played in the profession and different opportunities within that," Dr. Ose explains. "I think that this will solidify for those pursuing our field that this is the right career choice for them."

The MCW-Children's partnership has evolved over time; the latest edition is the establishment of a new pediatrics elective course. Course director Jesse Cramer, PharmD, BCPPS, has a dual appointment as an MCW clinical assistant professor in the department of clinical sciences and clinical pharmacy manager at Children's.

"The whole point of my position as an MCW assistant professor and practicing pharmacist is to teach real-world concepts versus what the textbook says," explains Dr. Cramer.

Each week, the elective pediatrics course features a guest lecture by a specialist at Children's who can speak to unique protocols for various patient populations. One important takeaway that Dr. Cramer impresses upon the students is how drug therapy differs when dealing with pediatric versus adult patients.

"It's addressing the cliche that kids are just little adults," says Dr. Cramer. "Students have learned in their regular pharmacy courses that Drug A is the right choice, but first-line therapy for kids is actually Drug C. There are also soft challenges that need to be addressed, such as when a medication has to be given three times a day – which is hard for kids who are in school."

The elective course also focuses on disease states specific to the pediatric population. Examples include apnea of prematurity, which occurs when a preterm baby may experience pauses in breathing due to underdeveloped nervous and respiratory symptoms; asthma exacerbations; infantile spasms; and pediatric oncology diseases.

Front row (l-r):
Sacreeta Shamsuddin, first-year MCW PharmD student;
Abby Mabie, PharmD '21, staff pharmacist at Children's;
Kaitlin Larson, PharmD '25, pharmacy practice resident at Children's

Back row (l-r):
Jesse Cramer, PharmD, MCW clinical assistant professor and clinical pharmacy manager at Children's;
Megan Ose, PharmD, MHSA, RPh, DPLA, director of pharmacy services at Children's;
Holly Sheldon, PharmD '20, pharmacy compliance coordinator at Children's;
Rachael Savage, PharmD '21, pharmacist at Children's;
Andrea Baker, second-year MCW PharmD student;
Benjamin Allington, PharmD, pharmacy practice resident at Children's

> "Being able to learn directly from a practicing pediatric pharmacist, who happens to work in a building connected to your school where you can see patients and easily shadow them, is a great opportunity." - *Dr. Kaitlin Larson*

Students who show a significant interest in a pediatric pharmacy career can apply for the Longitudinal Advanced Pharmacy Practice Experiences (LAPPE) program, during which they can spend 70 percent of their third and final year of the PharmD program at Children's to gain a deeper understanding of the healthcare services provided and to prepare for their intended career paths.

Kaitlin Larson, PharmD '25, was inspired to pursue the LAPPE program after experiencing an introductory rotation at Children's in her first year as an MCW pharmacy student.

"To put it in one word, the experience was 'incredible,'" recalls Dr. Larson, who is now a Children's resident pharmacist. "I was able to see a wide range of activities across those 10 Friday rotations. I spent time in the emergency department, looked at investigational drugs with Dr. Cramer, went on rounds with different teams and spent time in the operating room – so it was a joy to be able to see those different parts of the pharmacy."

Additionally, the proximity and partnership between MCW and Children's allow students to get involved in research. As a student, Dr. Larson worked with Dr. Cramer to review the efficacy and safety of a sedation-weaning protocol for children. Drs. Laron and Cramer investigated safely weaning children off sedatives – which are harmful for neurodevelopment – while minimizing withdrawal symptoms.

"Learning to care for children is such a small part of the pharmacy curriculum, so MCW sharing a campus with Children's Wisconsin – the only standalone children's hospital in the state – opens a lot of doors," says Dr. Larson. "Being able to learn directly from a practicing pediatric pharmacist, who happens to work in a building connected to your school where you can see patients and easily shadow them, is a great opportunity."

The 2025-2026 *U.S. News & World Report* ranked Children's Wisconsin first in the state for Best Children's Hospitals. It also was among the best in the nation in five pediatric specialties: cancer, gastroenterology and GI surgery, nephrology, pulmonology and urology. ■

– MELISSA BEHLING

Newman Civic Fellowship Winners Value the Impact of the Award on Their Careers, Community

For the fourth consecutive year, an MCW School of Medicine student has received the prestigious Newman Civic Fellowship from Campus Compact, which is awarded to students who have exhibited a passion for community engagement and display potential for public leadership.

The most recent MCW recipient is Justin Perez, a third-year medical student who began his fellowship in the fall of 2025.

Previous MCW recipients are fourth-year medical student Cordelia Elaiho, MPH (2024-2025); Kennedy Key, MD '25 (2023-2024); and Jonathan Wong, MD '24 (2022-2023). Each of these recipients became a Newman Fellow in their third year of medical school.

The yearlong Newman Civic Fellowship recognizes and supports students who are public problem-solvers. Throughout the fellowship year, students are provided opportunities to grow as collaborators across disciplines and to apply their skills to create positive change in their respective communities.

Perez was selected for his leadership and community engagement activities, which have demonstrated an unwavering commitment to relationship-building, innovation and the dissemination of knowledge to impact the health of our community. "Growing up in an underserved community, I witnessed firsthand the systemic barriers that limit access to education and healthcare, particularly for undocumented and minority youth. These experiences shaped my commitment to mentorship, advocacy and community service," Perez says.

Cordelia Elaiho, MPH, a fourth-year MCW medical student, was awarded a Newman Civic Fellowship for the 2024-2025 academic year.

Elaiho was chosen for the fellowship in part for her extensive knowledge of the social determinants of health in Milwaukee, coupled with her significant experience in community-based participatory research – which she gained as a participant in MCW's Medical Student Summer Research Program. Additionally, Elaiho contributed to implementing and evaluating a trauma-informed curriculum for students in Milwaukee schools and served on the board of directors of MCW's student-run free clinic, the Saturday Clinic for the Uninsured.

Growing up in New York City, Elaiho observed stark healthcare disparities, notably in underserved areas where free clinics run by dedicated medical students and physicians in their spare time served as vital primary care and emergency resources. Elaiho's observations fueled her passion to obtain a master's degree in public health, which enabled her to gain a profound understanding of the individual and systemic factors contributing to inequities in underserved communities.

According to Staci A. Young, PhD, MCW professor of family and community medicine, and senior associate dean for community engagement, "The Newman Civic Fellowship is a great opportunity for MCW students, as it recognizes individuals who demonstrate potential for public leadership. MCW fellows are provided the resources and support as part of a national cohort of engaged student leaders to create long-term social change."

Justin Perez, a third-year MCW medical student, was awarded a Newman Civic Fellowship for the 2025-2026 academic year.

Perez, who plans to enter the field of surgery, says that the Newman Civic Fellowship has already helped him in his career journey.

"The program's conferences have helped me network with like-minded people who are looking to give back to the community. I have learned how to tackle systemic issues and picked up some new tools that I can apply both now and later in my career," Perez shares. "I am becoming knowledgeable about more than healthcare, which will translate into better care for vulnerable communities and give me a seat at the table when I advocate for these patients."

As part of his current fellowship project, Perez is continuing his efforts to mentor middle school and premedical students from Milwaukee's north and south sides. "I want young people in our community to see that people who look like them have careers in medicine, and so can they," he adds. ■

– ANTHONY BRAZA

Mentoring the Next Generation

For two students in MCW's School of Graduate Studies, participating in the Student Healthcare Initiative for Pathway Programs (SHIPP) and contributing to the STEP-UP Pathway Program are important endeavors

Emma Tillison and Paul Sidlowski, graduate students in MCW's department of biochemistry, already have much on their plates. Tillison, in the fourth year of her doctoral work in MCW's Medical Scientist Training Program (which culminates in the receipt of both the MD and PhD degrees), is conducting research on the molecular details of the CD36 protein and its impact on heart disease. Sidlowski, a fourth-year PhD candidate, is doing research on BET proteins in inflammation and diseases such as Type 1 diabetes.

Despite the educational demands of their schedules, Tillison and Sidlowski still find time to mentor local undergraduate students as part of the MCW STEP-UP program.

STEP-UP provides mentorship to middle school, high school and undergraduate students. The focus for undergrads centers around a student's career journey to medical school or into the biomedical sciences for higher-level graduate education. Students in STEP-UP are exposed to a wide range of health and science career pathways; taught foundational career skills such as developing a scientific poster, securing clinical shadowing or laboratory experiences, and identifying effective faculty mentors; supported in preparation for professional/graduate school entrance exams and other discipline-specific assessments; and guided through applying for medical, graduate and health professions programs.

Both Tillison and Sidlowski are passionate about helping undergrads through these important steps in their academic journeys. "For a person to enter a healthcare or a biomedical research career, they have to see themselves becoming a researcher or a doctor," says Tillison. "But if you don't know a scientist or a physician, or don't have someone you can ask questions to and get advice from, it can be much more difficult. I want to make it a better experience for these students and help them achieve their dreams."

Paul Sidlowski (at left) instructs pathway program students on the specifics of protein quantification using the Micro Lowry technique.

Sidlowski adds, "I want to show students what we are capable of doing and get them to believe they are capable of doing it as well. These things are achievable. And real. And right here at MCW."

Tillison has been involved with STEP-UP and other MCW pathway programs since 2020, and Sidlowski since 2022. Both have served on SHIPP, a student organization that works with the Office of Academic Pathways (OAP) to develop the curriculum for STEP-UP and schedules MCW student volunteers. OAP oversees all MCW pathway programs.

Tillison and Sidlowski say they have benefited from their involvement in STEP-UP.

Tillison, who will return to her medical school training after receiving her PhD, notes, "I was lost as an undergrad, and my mentor helped. It feels wonderful to give back to this next generation, especially those who don't have the same opportunities. Students face many barriers to pursuing their dreams of higher STEM education, and I want to use my skills and connections to remove some of those."

"I am a better communicator now than I was before I started in these programs," says Sidlowski. "I want to pursue teaching at some point in my career. By having to set a curriculum and think about what the students need to learn, I have gained a new way of looking at teaching that will help with those endeavors."

Through mentors like Tillison and Sidlowski – and many other students who participate in these programs – STEP-UP reflects MCW's broader commitment to cultivating future leaders in medicine and the biomedical sciences while strengthening the academic community that supports them. ■ – ANTHONY BRAZA

Emma Tillison (middle) oversees the introduction of summer research program students to laboratory techniques, while Miracle Emosivbe (at left), MCW biochemistry graduate student, looks on.

Leading with Heart

Reflecting on the Inspiring 16-Year Legacy of Dr. John R. Raymond, Sr.

By Anthony Braza, Richard N. Katschke and Sara L. Wilkins

This summer, John R. Raymond, Sr., MD, president and chief executive officer of the Medical College of Wisconsin (MCW), will officially step down from the position he has held for the past 16 years.

When announcing his decision in late January 2025 to prepare for the transition from his leadership role, Dr. Raymond said, "After thoughtful consideration, I am making this announcement now to ensure a seamless leadership transition. My years of leadership at MCW have given me tremendous fulfillment, and I am deeply grateful for the trust, support and collaboration that I have enjoyed throughout my tenure here."

Dr. Raymond also shared then that he would focus his remaining time as president and CEO on achieving MCW's strategic priorities, strengthening the institution's partnerships and continuing to work toward opening new doors of opportunity for MCW.

Before joining MCW, Dr. Raymond had served for eight years as vice president for academic affairs and provost of The Medical University of South Carolina (MUSC).

In the April 28, 2010, announcement of Dr. Raymond's appointment as MCW's sixth president and chief executive officer, he said, "The Medical College of Wisconsin has dynamism, and I welcome the opportunity to lead an outstanding clinical, research and educational enterprise that is growing rapidly in scope, stature and prominence."

He did not disappoint.

Dr. Raymond's 16 years of visionary leadership has had a lasting impact on MCW, the community, region, state and beyond that will endure for generations to come.

It would be impossible to recount Dr. Raymond's myriad accomplishments since he joined MCW on July 1, 2010. To that end, what follows are highlights from his tenure that underscore MCW's position as a preeminent institution that is creating the new knowledge to change lives and improve health for all.

Setting the Stage for Strength Through Collaboration

The theme of Dr. Raymond's inauguration speech on October 21, 2010, was *Strength Through Collaboration* – a theme which has coursed throughout his leadership tenure. "Collaboration is essential now more than ever due to the enormous challenges and opportunities before us," he said at the time.

Dr. Raymond was optimistic, however, noting MCW's strong collaboration with its health systems partners on the campus of the Milwaukee Regional Medical Center. "I am confident that we can meet the challenges facing us quite effectively. My confidence is based on meetings with literally hundreds of faculty, staff, students and friends of MCW. I have been impressed and gratified by the remarkable level of support that we receive from our friends and collaborators; and by the dedication and talents of our students, staff and faculty."

Dr. Raymond continued, "In order to move successfully into the future, we will need to focus on selective, targeted growth. We will focus on developing our people, programs and partnerships. We must develop innovative and contemporary programs in education, research and

Dr. Raymond and Dr. Lisa Grill Dodson at the inaugural MCW-Central Wisconsin White Coat Ceremony, 2016

Dr. Raymond speaks at the MCW-Central Wisconsin White Coat Ceremony, 2016

service. Collaborations with diverse individuals and institutions will help us to build the strength to cope with the complexities of the healthcare terrain."

Unquestionably, Dr. Raymond's commitment to strengthening MCW's collaborative efforts has been critical to the institution's numerous successes.

Creating the Regional Medical School Campuses

On June 25, 2012, MCW's board of trustees authorized the institution to develop community-based medical education programs in both the Green Bay and central Wisconsin areas based on a comprehensive evaluation including financial modeling and business plan, evidence of community commitment and detailed implementation plans for the two sites. *(Authors' note: The original term, "community-based medical education," was replaced over time with "regional medical education.")* The timeline for developing the community-based medical education initiative called for matriculating the first class of students at the initial site in July 2015 and the first class of students at the second site in July 2016.

Dr. Raymond at the December 2013 news conference announcing Matthew Hunsaker, MD, as the founding dean for MCW-Green Bay

The seeds had been planted more than a year earlier when Dr. Raymond, along with several other institutional leaders, had conducted statewide tours of Wisconsin's health systems. "What we learned is that the health systems hadn't been asked to participate in a meaningful way in the preparation of the next generation of physicians and scientists, and that many of them, especially in northern Wisconsin, were having difficulty recruiting and retaining physician talent. And they asked us to help them by increasing the pipeline of medical students," Dr. Raymond recalls.

Dr. Raymond's statewide meetings with health systems leaders and a November 2011 board of trustees' retreat to help develop MCW's strategic direction were the impetuses for MCW's plans to establish a statewide community-based medical education program. The need for expansion was reinforced by reports issued late that same year by the Wisconsin Hospital Association and the Association of American Medical Colleges' Physician Workforce Committee – both of which noted an acute and worsening national shortage of physicians, especially in primary care and certain specialties in "both rural and underserved areas."

Upon realizing that increasing class size in Milwaukee would not improve the physician shortage in northern Wisconsin,

Dr. Raymond greets MCW-Green Bay medical students at Match Day, 2018

Dr. Raymond declared at the time, "Let's think about a different way of delivering medical education. Let's deploy the talent that exists throughout the state and engage them in immersing students in their own communities. Let's try to build roots for those students and have role models for those students in these communities."

Working in tandem with, and with the support of, local health systems, government, community and civic leaders, MCW-Green Bay, the first new medical school campus in the state of Wisconsin in more than 100 years, opened its doors to an inaugural class of students the first week of July 2015. Graduation ceremonies for 15 students from the first class occurred on June 1, 2018. The inaugural class of medical students at MCW-Central Wisconsin (located in Wausau) began on July 5, 2016, with 13 graduating on May 30, 2019.

To date, 184 medical students have graduated from MCW-Green Bay and 113 from MCW-Central Wisconsin. Importantly, 50 percent of these students have remained in – or returned to – Wisconsin to practice medicine.

A key component of the community-based medical education program – and an important factor in its success – would be the commitment of healthcare systems statewide to create new primary care residency training positions within their hospitals, if possible by the time the first class of students graduated. Dr. Raymond's steadfast leadership and continued

MCW's Growth and Impact Under Dr. Raymond's Leadership

In addition to the achievements under Dr. Raymond's leadership noted throughout this cover story, MCW has:

- had a $5.8 billion direct operational impact on the US economy in fiscal 2023, in partnership with Froedtert Health, Children's Wisconsin and the Clement J. Zablocki VA Medical Center
- doubled top-line revenue, from $798 million in FY 2009 to $1.7 billion in FY 2025
- increased annual philanthropic support from $18 million in FY 2010 to more than $700 million in total to date
- more than doubled research expenditures, from $157 million in FY 2009 to $428 million in FY 2025; and expanded total clinical trials funding from $7 million in FY 2010 to $37.1 million in FY 2025
- tripled the number of annual patient visits, from 1.6 million in 2010 to 5.7 million in 2025
- facilitated an affiliation agreement among MCW, Children's Specialty Group and Children's Wisconsin that allows the partners to evolve the structure of the pediatric enterprise to collectively drive quality and outcomes, elevate the academic missions and achieve growth
- launched a joint biomedical engineering program with Marquette University and new master of science degree programs in genetic counseling and anesthesia
- created the MCW Ombuds Office to provide a confidential, neutral, independent and informal channel of communication for faculty, students and postdoctoral researchers to surface and address workplace issues
- further addressed primary care provider gaps with two new family and community medicine residency programs in the Milwaukee area
- led the development of a transformative partnership with the Kern Family Foundation that has empowered MCW to advance the concept of flourishing across medical education, both locally and nationally

Dr. Raymond photographed for MCW's 2014 Annual Report

Dr. Raymond and Wisconsin Governor Tony Evers, 2019

Dr. Raymond speaks at the Milwaukee Business Journal*'s Power Breakfast, June 2018.*

commitment to developing and sustaining meaningful collaborations with MCW's health system partners were instrumental in the creation of these new residencies.

A new MCW family medicine residency program at Froedtert Menomonee Falls Hospital, which began on July 1, 2017, is training six residents per year over a three-year period. Additionally, MCW created a new three-year family residency program in Green Bay in conjunction with Prevea Health and Hospital Sisters Health System; the inaugural class of residents began on July 1, 2021, and currently trains four residents per year. Further, in July 2015, MCW became an academic affiliate of the Fox Valley Family Medicine Residency Program in Appleton, Wis., which trains seven residents per year.

Concurrently, MCW leaders realized the need for additional residencies in psychiatry – as a 2012 analysis by the state determined that Wisconsin needed more than 200 additional psychiatrists to address shortages. With state and VA funding support, new four-year mental health training programs were launched in July 2017 that train three residents per year in central Wisconsin and four residents per year in northern Wisconsin, which has increased the training of psychiatrists in the state by more than 40 percent. Thirty-five psychiatrists have been trained to date, with 28 practicing in Wisconsin – 25 of whom practice in rural areas.

Dr. Raymond recognizes the significance of this more than 14-year journey to regional medical education, noting, "The success of our regional campuses is a direct result of the new partnerships that we have built with health systems, educational institutions, the medical communities and leaders of central and northeastern Wisconsin. We are grateful for our shared commitment to address healthcare workforce shortages through novel programs and partnerships."

Creating the MCW School of Pharmacy

In 2012, Dr. Raymond realized that creating a school of pharmacy would be an opportunity to enhance interprofessional education. "By working in partnership with MCW's medical school, we can

Dr. Raymond and Dr. MacKinnon at the latter's installation as founding dean of the MCW School of Pharmacy in 2016

teach pharmacists how to lay hands and a stethoscope on patients in a retail pharmacy setting. We're addressing a need for higher accessibility and higher competencies in the delivery of healthcare," he said at the time.

MCW's consideration for creating a school of pharmacy was driven in part by a projected shortfall of 157,000 pharmacists nationwide by 2020, and by the continuing maldistribution of pharmacists in Wisconsin's rural and underserved areas.

Following the completion of a feasibility study and an initial planning process, in late May 2015, MCW's trustees approved the creation of the new pharmacy school – one of the first in the country to offer a three-year Doctor of Pharmacy (PharmD) degree – with an expected opening in either 2017 or 2018. On June 1, MCW announced that it would open a school of pharmacy in Milwaukee to address an overall need for highly-qualified pharmacists who could provide expanded services as part of a healthcare team as well as a need to address pharmacist maldistribution in underserved communities in the state.

Dr. Raymond shared that the creation of the new pharmacy school was part of MCW's strategy to grow, diversify and build MCW's brand. "MCW's School of Pharmacy will be transformative in reshaping how pharmacists contribute to healthcare through our emphasis on interprofessional, team-based practice experiences," he said at the time. "It will address rapid changes in the pharmacy profession – including an increase in the aging population, impending retirements of many practicing pharmacists and the continued demand for primary care and health services in rural and underserved urban areas. Also, our pharmacy students will be exposed to research and specialty practice in pharmacogenomics, pediatrics, cancer, mental health and other fields – and all the richness of an academic medical center."

George E. MacKinnon III, PhD, MS, RPh, was named founding dean of MCW's School of Pharmacy in late August 2015 and began at MCW a month later. At the time, Dr. MacKinnon was founding dean and professor of pharmacy, and vice provost for health sciences at Roosevelt University's College of Pharmacy in Chicago. Dr. MacKinnon had been involved in a leadership capacity in the establishment and accreditation of three new colleges of pharmacy in the US, making him an ideal leader for the MCW School of Pharmacy.

The inaugural class of 48 pharmacy students matriculated in August 2017. Since that time, MCW's School of Pharmacy has graduated 252 PharmDs from six cohorts, with approximately 66 percent pursuing residencies and fellowships across the US. In each given cohort, between 64 and 80 percent of those pursuing PGY1 residencies have continued their training in Wisconsin.

Building Community Partnerships During COVID-19 and Beyond

On March 11, 2020, the World Health Organization declared COVID-19 a pandemic – and MCW leaders saw both a need and an opportunity for response. The **need** was for someone with a steady voice from the medical and scientific community who could provide credible, understandable information to the people of metropolitan Milwaukee and the state on the pandemic, its spread and the latest fact-based scientific information. The **opportunity** was for Dr. Raymond – a leader with the knowledge, credentials and community stature – to take on the role.

Concurrently, MCW had received a call from the Metropolitan Milwaukee Association of Commerce (MMAC) asking if Dr. Raymond could participate in a webinar on COVID-19 for the business community. He agreed. Dr. Raymond later told the *Milwaukee Business Journal* that while he preferred to work outside the spotlight, he embraced the public role he assumed in southeast Wisconsin, initially advising business leaders and later serving the public as a local voice of science and medicine. His mission included delivering responses to the infodemic of misinformation and disinformation in social media and sensationalized headlines in other outlets.

With Dr. Raymond on board to serve as a steady voice, he needed input about the messages to deliver – and key information channels had to be identified. Additionally, other COVID-19 experts within MCW needed to be trained regarding how to deliver scientific information to the public. MCW brought Tim Sheehy (then-president of the MMAC) and Milwaukee business leaders into the conversation to advise about what was needed from the business community to navigate the early days of the pandemic. Within days, a first webinar was held, focusing on the intersection of health and the economy. It turned into a daily 20-minute briefing that ran throughout the summer of 2020; more than 200 in total were produced with various stakeholders around the region and beyond.

"Dr. Raymond became an early, instrumental and trusted voice with these business leaders," Sheehy recalls. "We asked him for the facts around COVID, and how it was transmitted and what he

Dr. Raymond participated in the May 29, 2020, Wisconsin CEO Leadership Series Webinar

Throughout the historic health crisis of COVID, Dr. Raymond, with his steady, fact-first presence, provided the strongest tether to anchor this community. On behalf of thousands of business leaders and employers searching for what to do to protect and prepare their employees, we will always owe a debt of gratitude to Dr. Raymond and his MCW colleagues.

– Tim Sheehy, former president, MMAC

was seeing. We didn't ask him for policy recommendations. We asked him, 'Will this level of masking work? Is social distancing working? What remediations would work?' Then the business leaders were free to make their own decisions. It was a very direct, fact-forward conversation."

MCW saw the opportunity to share objective information and dispel misinformation – and Dr. Raymond, with his credibility and knowledge, was the most effective messenger to reach the public. In addition to the MMAC, Dr. Raymond worked with other business and professional groups statewide. Every Friday, the Wisconsin Economic Development Corporation and the Regional Leadership Council – representing economic centers across Wisconsin – hosted a COVID-19 CEO Leadership Series during which Dr. Raymond provided a medical update. MCW also provided webinars to the Wisconsin Association of Independent Colleges and Universities, Wisconsin Counties Association, Greater Milwaukee Committee, Hispanic community leaders, Black/African American community leaders and pastors, and state, local and regional government officials.

Gregory Wesley, JD, then-MCW's senior vice president for strategic alliances and business development, described Dr. Raymond's partnership with the MMAC and other business organizations as "an example of bringing together health and the economy to make decisions that were in the best interests of the citizens of the state."

Dr. Raymond has made a significant and enduring contribution to Wisconsin private higher education through his leadership on the WAICU Board of Directors. His guidance, commitment to advancing our strategic plan, and personal support and wise counsel have been invaluable.

– Eric W. Fulcomer, PhD, President and CEO
Wisconsin Association of Independent Colleges and Universities (WAICU)

Additionally, Sheehy says that by engaging with MCW, the MMAC's members saw the breadth and depth of the institution's expertise and the critical intersection of healthcare and the economy.

Under Dr. Raymond's leadership during the pandemic, MCW spearheaded numerous projects and initiatives to keep the Milwaukee region safe and informed. Among these were:

- MCW medical students assembled 80,000 face masks made of surgical mask material, which were distributed to underresourced communities.
- MCW's COVID-19 Vaccination Clinic, staffed predominantly by approximately 50 pharmacy students and MCW pharmacy faculty, administered more than 20,000 vaccinations – nearly 12,500 of which went to members of the external community.
- MCW's advocacy in the state legislature resulted in the passage of Act 98 in December 2021, enabling pharmacy students to provide immunizations earlier in their pharmacy matriculation.
- Comprehensive communications were launched to provide valuable vaccination information to vulnerable communities across the region.

Looking back on MCW's engagement in the community during the early years of the pandemic, Dr. Raymond says, "I think a lot of people appreciated what MCW did. And I believe what they appreciated the most was that we, for the most part, drove down the middle of the fairway. When people asked political questions, we said, 'We're going to stick to the science. If you're asking about public policy, you really should be talking to the policy makers.'"

Community leaders noted that Dr. Raymond responded calmly with authority, serving as a trusted voice for the community in a time of crisis. He not only represented MCW, but more importantly, represented Wisconsin by giving people the information they needed to move forward, run their businesses and run their lives. Sheehy recalls, "If there was a takeaway, it was that the Medical College of Wisconsin played a preeminent role in making sure that Milwaukee got through the crisis of the COVID-19 pandemic."

ThriveOn King: A Vision Fulfilled

On June 6, 2024, the ThriveOn Collaboration, a joint venture among MCW, the Greater Milwaukee Foundation and Royal Capital, hosted a ribbon-cutting ceremony to commemorate the completion and occupancy of the administrative floors of ThriveOn King – the partners' foundational investment in the restoration and redevelopment of the iconic Gimbels-Schuster's Department Store building in the heart of Milwaukee's Historic King Drive district.

The gathering also celebrated the work of hundreds of partners and community members who are bringing the building to life. ThriveOn's vision is for a Milwaukee that is equitable, healthy and thriving for all – and ThriveOn King is a physical manifestation of that vision.

The seeds for the ThriveOn Collaboration/ThriveOn King were planted in August 2016, when frustration over socioeconomic disparities in Milwaukee's inner city reached a boiling point, resulting in civil unrest in Milwaukee's Sherman Park neighborhood. This turbulence prompted internal discussions at MCW, followed by meetings with community leaders to determine how MCW could best use its resources to address the disparities.

Dr. Raymond speaks at the ribbon-cutting ceremony for ThriveOn King, June 6, 2024

On August 18, 2016, MCW's executive leaders disseminated an institution-wide email that reflected on the recent events, both locally and nationally, and how to best move forward. "When we are faced with events such as those of this past week, it punctuates and highlights the importance of the work that MCW and our partners undertake across the city and state. Thus, we must continue to focus on the needs of our community. We can, and should, do more," the email stated.

It further read, "Just as these events impact many individuals, it will take many to develop and implement solutions. To that end, we must take the time to listen to the individuals who are most affected – to fully understand what resources, programs and support will be impactful and sustainable."

The turbulence prompted internal discussions at MCW as well as meetings with community leaders to determine how MCW could use its resources to address the disparities. Dr. Raymond said at the time, "MCW needs to reinvigorate our highly visible commitment to the communities we serve. To that end, we are planning to invest in a building in or near downtown Milwaukee that would house most of our community-facing programs and would serve as a front door for our faculty to interact with colleagues and partners."

He added that MCW wanted the geographic focus of the new facility to be within ZIP codes that had a large concentration of African Americans, as those areas had a high burden of poverty, health disparities, unemployment and fragmentated resources.

In May 2017, Dr. Raymond shared that MCW was in the earliest exploratory phases of assessing the feasibility of leasing or acquiring a 100,000-150,000-square-foot facility in or close to downtown Milwaukee that could house community-facing programs and serve as an interactive space for community partnerships, noting the possibility of sharing the space with other not-for-profit entities. In August, he invited community leaders to serve on the MCW "Community Front Door Task Force" that would explore the possibility of creating a substantial physical presence for MCW in Milwaukee by providing direction on strategic goals, guiding principles, planning and implementation.

In March 2018, MCW announced that it had hired Milwaukee real estate developer Royal Capital as its site selection consultant to help find and analyze potential locations, discuss needs and potential plans with prospective partners, community organizations, neighborhood leaders and residents, and to make recommendations about how to best finance, govern and sustain the project.

A priority was to locate the facility in a Milwaukee neighborhood with a population that faced significant health disparities and socioeconomic needs while also possessing other assets that could be leveraged to advance positive change. MCW sought to partner with like-minded organizations that had similar goals and had demonstrated a commitment within the same Milwaukee neighborhood where MCW would locate its facility. In late 2018, MCW found such a partner in the Greater Milwaukee Foundation – Wisconsin's largest community foundation – which announced it would join with MCW by relocating its headquarters to the new site.

Dr. Raymond said at that time, "Collaborating with like-minded partners helps create solutions for our community's biggest challenges, and we are grateful for the opportunity to partner with the

Greater Milwaukee Foundation. This collaboration aligns our missions and will spark catalytic changes in the community through addressing social, economic and environmental factors that are key to improving health."

On March 26, 2019, MCW and the Greater Milwaukee Foundation (GMF) announced that they had selected a location for MCW's initiative and GMF's headquarters: the iconic Gimbels-Schuster's Department Store building located in Milwaukee's Halyard Park neighborhood. The building also would house MCW's community-facing programs, space for service-learning opportunities for MCW students, office space for other organizations, an early childhood education center, a wellness center, 90 units of mixed-income housing and a parking structure.

In February 2020, MCW and GMF signed a generational lease with Royal Capital, and the partnership's website went live. In his July 1, 2020, *Letter from the President*, Dr. Raymond updated the MCW community, saying, "We are implementing a place-based investment strategy in the Halyard Park, Brewer's Hill and Harambee neighborhoods to inspire others and spur broad investment and access to communities that are disproportionately affected by the many disparities that limit our potential as a community."

On September 10, 2020, the community-centered partnership announced that it had chosen its name, ThriveOn Collaboration, and that it was continuing deep resident and stakeholder engagement to inform priorities and investments for supporting a thriving King Drive corridor and its connected neighborhoods.

"The ThriveOn Collaboration champions a vision for a Milwaukee that is equitable, healthy and thriving for all. Achieving this vision will require partnerships with the community, focus on places where investment has been scarce and supporting people of color, especially African Americans, who are disproportionately affected by health and social disparities," according to the news release. Dr. Raymond was quoted as saying, "By honoring this community's history, culture and people, and by listening and collaborating every step of the way, we hope to accomplish our shared mission to support and sustain a united, equitable, thriving community."

Dr. Raymond with community members of the ThriveOn Collaboration, 2020

ThriveOn's initiative was built on five key pillars based on community input: early childhood education; health and wellness; economic opportunity; housing; and social cohesion. These pillars guided the selection of ThriveOn King's tenant partners.

On January 26, 2021, ThriveOn announced ThriveOn King as the name of its physical home. Created through strong neighborhood input, the ThriveOn King name honors the spirit of its significant location and pays reverence to the history and legacy of those who have brought pride and vibrancy to the community for generations. As the construction planning and organization phase commenced, ThriveOn sponsored virtual job fairs, open house tours and other intentional efforts to ensure a high level of economic empowerment for the adjacent neighborhoods.

Following delays related to the COVID-19 pandemic and finalizing a unique financing model, on June 7, 2022, the ThriveOn Collaboration announced the official start of construction on ThriveOn King, with occupancy expected in early 2024.

In April 2024, GMF moved into its 28,000-square-foot office space on ThriveOn King's fourth floor. Half of the foundation's space is dedicated to the organization's approximately 70 employees, while the other half is set up as a large high-tech gathering space for community organizations. Throughout that next month, 10 of MCW's community engagement programs moved their offices into two floors of the building.

At the ThriveOn King ribbon-cutting ceremony on June 6, 2024, Dr. Raymond said, "What we have here is a local inspiration, a national model and a dream come true. I thank everyone for being here to celebrate what is a dream that is beyond anything any of the partners imagined. This building has become something we should all be proud of and that can serve as a national model for partnership."

ThriveOn King reflects and honors the community it serves. Public spaces are being named for distinguished African American leaders past and present through an innovative community-designed opportunity for donor partnership. Community residents and other stakeholders nominated 48 leaders who have, or have had, a lasting impact on the Halyard Park, Harambee and Brewer's Hill neighborhoods surrounding ThriveOn King.

> *Dr. Raymond's leadership is characterized by the courage to pursue new opportunities when the outcomes have the potential to be transformative. His agreement to align MCW in partnership with the Greater Milwaukee Foundation and Royal Capital to form the ThriveOn Collaboration required deep trust and long-term vision, and we are already seeing how our collective, place-based investments are changing lives and benefiting the broader community.*
>
> – Gregory M. Wesley, JD, President and CEO, Greater Milwaukee Foundation

More than 20 local artists are bringing the history, heritage and culture of Milwaukee's Bronzeville neighborhood to life through their artistic creations displayed on ThriveOn King's first floor. From tile to embroidery, painting to sculpture, the art of ThriveOn King varies in size, medium and placement.

Collectively, however, the works immerse guests in the legacy, vibrancy and potential of Milwaukee's Black community.

Kinship Community Food Center – which serves residents in the Riverwest and Harambee neighborhoods – operates a signature café in ThriveOn King. In addition to bringing healthy food options to the community hub, the nonprofit partner also provides a workforce training program for residents encountering barriers to employment.

Milwaukee BizTimes named ThriveOn King the nonprofit *Community Leader of Year* in December 2025, citing it as "a monumental milestone for the catalytic development aimed to lift up Milwaukee's underserved communities."

As noted in a 2025 *Milwaukee Journal Sentinel* opinion editorial, Dr. Raymond and his colleagues wrote, "It quickly became clear that ThriveOn King was much more than a building. It was a living, breathing concept coursing through the arteries and veins of an underserved community. The shared investment in the project became an authentic investment in the people and surrounding neighborhoods."

Enhancing the Milwaukee Campus and Milwaukee Regional Medical Center Infrastructure

From the early stages of his tenure, Dr. Raymond invested in MCW's long-term health and growth. The most visible of these investments were infrastructure changes on the MCW-Milwaukee campus.

In 2012, MCW's trustees approved funding for, among other things, enhancements to facilities that supported the institution's educational mission. This included a renovation of the human anatomy lab (renamed the Form and Function Lab) and construction of the Discovery Classroom (DC). The DC is a versatile education space that can accommodate up to 240 students in a pod-style setup designed to promote collaboration and interaction among learners. It also offers numerous display monitors for effective presentations and group discussions.

In 2017, MCW completed construction of a professional office building that houses up to 1,200 faculty and staff who, at the time, had office space in Froedtert Hospital and within the adjacent main buildings on the Milwaukee campus. Named the Hub for Collaborative Medicine, it provides 322,300 square feet of space over nine stories and includes a two-story administrative wing.

"The Hub brings our clinicians together and in closer proximity to our research, educational and community engagement endeavors, and promotes clinical growth and an improved patient experience while preserving space for future expansion on the Milwaukee Regional Medical Center (MRMC) campus. And it has served as a powerful tool for recruiting and retaining top talent," Dr. Raymond shares.

In 2023, MCW completed renovation of approximately 100,000 square feet of the 45-year-old Basic Science Building. This investment in the research enterprise enhanced the lab space and provided more opportunity for collaboration and connectivity, made the space more flexible and adaptable, and increased the amount of sunlight that came into the space.

In August 2025, MCW opened the doors to the new Center for Cancer Discovery (CCD), a 161,00-square-foot facility located

Center for Forensic Science and Protective Medicine

Beginning in 2015, Dr. Raymond led conversations, brought potential collaborating partners together and worked to secure funding for a facility on the Milwaukee Regional Medical Center campus that would provide educational opportunities in the forensic sciences, positively impact each of MCW's four missions and create larger societal benefit through workforce development.

His vision is coming to fruition with the opening of the Center for Forensic Science and Protective Medicine in April 2026. The new four-story, 217,000-square-foot building, located adjacent to MCW's Milwaukee campus, brings together the state of Wisconsin's Milwaukee Crime Lab, Milwaukee County Medical Examiner's Office, Milwaukee County Office of Emergency Management, and Versiti Wisconsin's Organ Procurement Organization and Tissue Bank.

MCW is leasing the land for the building but does not have any office space or programs located within the facility.

"Our consistent engagement in these conversations has provided future opportunities for MCW as well as the larger community, and has shown to the state and the region that MCW can participate in economic development and that we can bring partners together that have not been able to work well together in the past," Dr. Raymond says.

on the Milwaukee campus that represents MCW's most significant investment in accelerating discovery. The CCD is designed for collaboration, featuring scientific "neighborhoods" organized by the center's scientific focus areas. Shared labs, meeting spaces and centralized shared resources support seamless interaction and high-impact science. It is the only building in the region dedicated entirely to cancer research.

> *"Dr. Raymond has been an anchor for the city's business and civic community . . . Milwaukee is a healthier, stronger and more connected community because of his extraordinary dedication and humanity."*
>
> – Julia Taylor, former president
> Greater Milwaukee Committee

Currently, MCW is developing plans to build student housing on the Milwaukee campus, which Dr. Raymond views as an investment in MCW's fiscal sustainability and long-term institutional value. "This project connects the dots on so many levels," Dr. Raymond says. "It will enhance the campus environment, offer a new tool for recruitment and engagement and show that we are good community partners. It also will offer economic impact for the surrounding city and improve our bottom line." The project is anticipated for occupancy in spring 2028. *(See story on page 5.)*

Dr. Raymond also has made a new Eye Institute building a top construction priority. The current building was built in 1976 and has outlived its useful life. Dr. Raymond and MCW's government relations team helped secure a $10 million state of Wisconsin grant to jump-start construction as part of the 2025-27 budget.

Throughout his tenure, Dr. Raymond also has been instrumental in spear-heading infrastructure enhancements on theMilwaukee Regional Medical Center campus.

In 2016, MCW, Children's Wisconsin and Froedtert Hospital acquired a coal-fueled thermal plant located within the MRMC from the WEC Energy Group.

Steam generation and chilled water are essential for the entities' operations, and the purchase provided the partners with oversight of these resources. They invested $200 million to upgrade the plant to gas-burning (increasing boiler capacity and adding redundancies to ensure consistent service) and added chilling towers. In 2022, the partners also acquired the water distribution system for the MRMC campus.

According to Dr. Raymond, these investments will save the partners more than $500 million over 30 years – benefits that will accrue to the member institutions, the environment, people and programs.

In 2020, the MRMC partners purchased 202 acres of land on the Milwaukee County grounds from Milwaukee County to secure the acreage for future development.

MCW also holds options to purchase a parcel of land along Watertown Plank Road, between 92nd Street and Interstate 41 to the west.

As part of the 2020 land purchase, the MRMC partners own the streets on which their respective buildings are located, and worked together to reconstruct 87th Street in 2021, 92nd Street in 2024 and 95th Street in 2025.

The work along 87th Street resulted in a much cleaner, straighter roadway along the front entrance of MCW that allowed for bicycle and turn lanes as well as a safer pedestrian experience.

"Between the acquisition of the thermal plant, the water supply and water distribution system, we gained control of the assets that are critically important to our missions, and the land is among the most valuable real estate in Wisconsin," Dr. Raymond shares. "This has enabled us to control our own destiny."

> *Dr. Raymond has served MCW well for the past 16 years, building essential community partnerships, bolstering our statewide healthcare workforce, and helping to build a healthier state for us all – all while advancing medical knowledge through his own critical research. I thank him for his great work and wish him the best in his next chapter.*
>
> – Tony Evers, Governor, State of Wisconsin

> *I am deeply proud of the research, education and practice partnerships our institutions have built over the past 15 years, made possible in large part by Dr. Raymond's steady, courageous leadership and commitment to collaboration. He has strengthened MCW's impact on public health, talent development and the healthcare profession, and he deserves meaningful recognition for that work.*
>
> – Mark A. Mone, PhD, Chancellor Emeritus,
> University of Wisconsin-Milwaukee

Looking Toward the Future

MCW is thriving and well-positioned for continued success and sustainability, reflecting Dr. Raymond's excellent stewardship and visionary leadership. His deep-seated and unwavering belief in health for all has been a hallmark of his tenure at the helm of MCW. His leadership and dedication have helped to further strengthen and elevate the institution's reputation throughout the region and state, and around the globe.

Additionally, Dr. Raymond's recognition as an influential executive leader in advancing health, new knowledge and business innovation underscores the esteem in which he is held across a broad range of stakeholders.

While Dr. Raymond will step away from his executive leadership position in the coming months, he plans to remain on the MCW faculty as a practicing nephrologist.

"MCW is on a clear upward trajectory in all our missions and in the value that we deliver to our stakeholders," Dr. Raymond shares. "MCW's future is bright, and I am confident that our new leadership team will take us to unprecedented levels of achievement and impact." ■

Authors' Note: *More about Dr. Raymond's exceptional leadership and countless contributions can be found in* Knowledge Changing Life: A History of the Medical College of Wisconsin, 1893-2019 *(published in 2021) and* The Medical College of Wisconsin: The COVID Years and Beyond *(to be published shortly) – both of which were written by Richard Katschke, MCW's chief historian.* MCW Magazine, *published three times per year, and available at* mcw.edu/magazine, *also contains detailed coverage of Dr. Raymond's impactful legacy.*

The Heart of Leadership: Leading with Heart

Throughout his 16-year tenure, Dr. Raymond has been recognized by faculty, staff, students and community leaders alike for his deep commitment to leading with heart: guiding, making decisions and interacting with others through compassion, empathy and authenticity – rather than relying solely on authority.

Dr. Raymond is held in high esteem for his dedication to the human side of leadership, such as valuing relationships, understanding others' perspectives and fostering a supportive, trust-driven environment. Among the many thousands of letters Dr. Raymond has received during his years at MCW, hundreds pay tribute to his exceptional, motivational and inspiring leadership as shared on this page.

Thank you for your thoughtful and compassionate message.

Thank you for sharing your poignant thoughts and personal responses to all that is happening around us.

Thank you again for your continued support in allowing employees to share their opinions and perspectives.

Thank you so much for your message of care and support. It is so very meaningful.

Continue your admirable and heartfelt work. We are lucky to have you at the helm.

Thank you for your message. I hear your virtuous heart and good soul.

Thank you greatly for your leadership and efforts to offer guidance, wisdom and clarity.

A Year of Growth in the Neurosciences

Led by the Wisconsin Institute of NeuroScience

The Wisconsin Institute of NeuroScience (WINS), a partnership among MCW, Children's Wisconsin, the Froedtert & the Medical College of Wisconsin health network and the Clement J. Zablocki VA Medical Center, celebrated a banner year in 2025.

Increasing Clinical Trial Participation

In July 2025, WINS launched the Clinical Neuroscience Research Center (CNRC), an integrated clinical trials team supporting faculty from MCW's departments of neurology, neurosurgery, physical medicine and rehabilitation, and psychiatry and behavioral medicine, among others. The CNRC manages and coordinates all adult neuroscience-related industry-sponsored clinical trials.

Its first priority has been centralizing all research operations and regulatory processes for all neuroscience clinical trials. To that end, the CNRC established a structure that is pillar-based and created a regulatory team that now supports all specialties within WINS. This has set clear and well-defined responsibilities for each team and has provided an infrastructure that can better support growth.

Those efforts already are paying off as the CNRC has overseen MCW's neuroscience clinical trial growth at the state, regional and national levels from 2024:

- #1 in Wisconsin (up from #2)
- #10 in the Midwest (up from #11)
- #43 in the US (up from #55)

The CNRC is led by Michael McCrea, PhD (director); Jennifer Knight, MD '04, MS '15, and Ahmed Obeidat, MD, PhD (assistant directors); and Tiffany Morse (director of research). Its strategic priority is to triple the number of neuroscience clinical trials at MCW and its affiliate partners, and also shares the larger vision of WINS to achieve Top 10 national recognition as a center of excellence for clinical care, research, education and innovation in neuroscience.

Meanwhile, the BRAVE program – the Midwest's only traumatic brain injury (TBI) program specifically designed for military veterans and first responders – will begin recruiting for clinical trial participants this year. Avalon Action Alliance, a national organization focused on the mental wellness of veterans and first responders, donated $12.5 million in 2023 to create BRAVE. Now, Avalon has committed an additional $8 million to support participation in clinical trials, thus expanding treatment and research opportunities through the program.

BRAVE participants will be able to take part in the trials, and the BRAVE program itself also will oversee participation among other Avalon programs.

First Person in Wisconsin Receives CAR-T for MS

The first person in Wisconsin – and possibly the Midwest – to receive chimeric antigen T-cell (CAR-T) therapy for

Members of the Clinical Neuroscience Research Center staff (front row, l-r): Lynn Wheeler, Shelby Schold, Kayla Grundman, Kat Kester and Tiffany Morse. (Second row, l-r): Anna Freiberg, Karen Schmidt, Marie Mejaki, Sarah Young and Kaitlin Goetschel. (Third row, l-r): Peter Kragel, Alan Young, Laura Donovan, Pam Dailey, Sarah Golus, Jaimy Pettit and Dr. Mike McCrea.

Dr. Ahmed Obeidat examines a multiple sclerosis patient.

(l-r): Adam Plotkin and Geoffrey Rodriguez ran 150 miles in honor of participants in the BRAVE program.

multiple sclerosis (MS) was treated in September 2025 by Dr. Obeidat, MCW associate professor of neurology, vice chair of academic affairs in neurology and an associate director of the CNRC, and Nirav Shah, MD, professor of medicine (hematology and oncology) and clinical director of bone marrow transplant and cellular therapy.

The therapy used the patient's own T cells that were genetically modified to target and attack other immune cells that contribute to MS. This new therapy has been utilized in about 30 people globally.

Dr. Obeidat shares that patients have been tolerating the treatment well and that his patient in particular showed improvement after treatment. "The patient, who required a 15-day hospital stay, is walking without a cane and their hand function has improved," Dr. Obeidat says.

MCW's Multiple Sclerosis Clinical Research Team is commencing multiple innovative clinical trials in collaboration with the MCW department of medicine's division of hematology and oncology.

The center currently has two CAR-T therapy studies, one with active participants and one actively recruiting. Also, the center will be opening a third CAR-T study for treating MS in the second half of 2026. Further, the center will be expanding the experimental CAR-T therapy program to patients with myasthenia gravis in the near future.

In addition, the center is actively recruiting for the BEAT-MS study, which is the largest study investigating the efficacy of Autologous Hematopoietic Stem Cell Transplantation in treating highly relapsing and refractory cases of multiple sclerosis when compared to the best available therapy.

These four clinical trials represent the start of a long collaboration between MCW's department of neurology and department of medicine.

DMAT Clinic

The newly established Disease Modifying Alzheimer's Therapy (DMAT) Clinic provides safe treatment delivery and monitoring for the latest FDA-cleared Alzheimer's disease (AD) therapies – offering treatment resources that go beyond what is typically available in other memory clinic settings.

Patients with an established diagnosis of Mild Cognitive Impairment (MCI) or its prodromal dementia stage, or mild dementia due to AD, are seen in the DMAT Clinic. Patients who have completed diagnostic evaluations elsewhere, with a clinical diagnosis of MCI or mild dementia due to AD, also can be referred directly to the DMAT Clinic. Other patients, such as those with cognitive complaints but who lack a diagnosis, first require a diagnostic evaluation through the Interdisciplinary Memory Assessment Program, the Memory Clinic or an external memory care provider.

150 Miles for BRAVE

Two MCW Class of 2026 medical students, Adam Plotkin and Geoffrey Rodriguez, ran an ultramarathon in support of participants in the BRAVE program on October 13, 2025.

Plotkin and Rodriguez are military veterans who completed their third-year rotations at BRAVE. Both enjoy mental and physical challenges such as marathons. Rodriguez also participated in Milwaukee's Lakefront Marathon the day before the ultramarathon and viewed the BRAVE run as a way to symbolically embrace the struggle that BRAVE participants go through when overcoming brain injuries.

"Recovering from brain trauma can be a slog and takes a lot of continual effort, day after day. It can feel monotonous, but you have to do it to reach the goal," says Plotkin. "That kind of dedication – putting one foot in front of the other over and over – gave us the chance to experience what someone at BRAVE goes through."

Running on a path they created around the BRAVE clinic, Plotkin covered 100 miles in just under 24 hours and Rodriguez covered more than 50 miles in about 12 hours. ■ – CHRIS COMBS

Philanthropic Gift Launches Nation's First Clinician-Led Exercise Program for People with Parkinson's

Movement had always been part of a regular routine for Allan Reichert, who once enjoyed daily 3-mile walks. Gradually, Reichert's daily walks shrank in length until he found himself struggling to cover even half a mile. It would turn out that being diagnosed with Parkinson's disease would put Reichert on a path toward regaining strength and stamina – all thanks to a donor-supported exercise program specially designed for Parkinson's patients.

The Parkinson's Exercise Program at the Froedtert & the Medical College of Wisconsin health network was the first of its kind in the country, bridging a critical gap that often follows traditional rehabilitation that is prescribed for a specific period. The exercise program, which is free to patients, ensures that individuals living with Parkinson's receive ongoing, properly guided exercise that can be life changing for patients such as Reichert.

"He does things that he couldn't do a few years ago – standing longer, cooking again, even decorating our Christmas tree," says Reichert's wife, Mary. "This program has given him confidence and given us hope."

What makes this program unique is the individuals who lead it. Classes are run by physical, occupational and speech therapists with advanced training in Parkinson's disease – experts who understand how the condition affects the body and how to adapt exercises safely and effectively. Participants work on strength, balance, flexibility, coordination and communication in a supportive, engaging setting.

While the expert-designed program helps patients manage symptoms, improve their quality of life and even potentially slow disease progression, participants such as Connie Maloney point out that its positive impact on mental well-being is just as beneficial.

"When you exercise with others who understand what you're going through, it changes everything," says Maloney.

The Parkinson's Exercise Program has been so successful that it was recently recognized at the national level. In December 2025, the Parkinson's Foundation announced the elevation of Froedtert Hospital, part of the Froedtert & the Medical College of Wisconsin health network, to a Parkinson's Foundation Center of Excellence (COE) in recognition of the program's outstanding clinical care for people living with Parkinson's disease. Froedtert Hospital's COE joins more than 50 designated such Centers of Excellence across the country.

Created and Sustained by Philanthropy

The Parkinson's Exercise Program was established in 2018 thanks to a foundational gift from the Milwaukee-based Charles D. Jacobus Family Foundation. That early investment made it possible to offer the program free of charge and laid the groundwork for growth – allowing expansion to multiple locations to meet overwhelming demand.

Since then, continued support from donors such as Betty Arndt has helped sustain and strengthen the program. Arndt was inspired to make a gift after seeing the positive impact it had on her brother's quality of life.

"I support the Parkinson's Exercise Program because my brother, who's enrolled in the program, frequently talks about how he's benefited from the class by learning new strategies for dealing with his movement issues," says Arndt. "He is also appreciative of the excellent staff and the chance to interact with people who share his same challenges."

The need for the Parkinson's Exercise Program continues to increase. To continue to expand the exercise program and offer services free of charge, more donors who believe that people living with Parkinson's deserve expert care and hope are needed.

To be a part of this extraordinary program's efforts to improve the lives of people living with Parkinson's disease, please visit mcw.edu/giving or scan the QR code below. ■ – MEGHAN PARSCHE

Making Shade, Making a Difference: The Journey of Dr. Lycia Thornburg

Making a Difference Doesn't Stop at the Cinic Door

Lycia Thornburg, MD '99, has built a career that extends far beyond the clinic. A nationally recognized dermatologist, author and nonprofit founder, she is known for blending clinical excellence with education and service. "I got involved in everything I could, and it gave me confidence that carried into my career," Dr. Thornburg says, noting that this mindset began during her formative years at MCW and continues to guide her work today.

For Dr. Thornburg, medicine has always been about more than clinical expertise – it is about community, education and giving back. A board-certified dermatologist now practicing in western South Dakota, she credits MCW with stimulating her leadership mindset and sense of purpose.

Dr. Thornburg's path to medicine was shaped by persistence. After beginning her undergraduate studies at a large university, she questioned whether medical school was within reach. She ultimately transferred to the University of Wyoming, where working in a DNA lab under a supportive mentor helped rebuild her confidence.

Dr. Thornburg had grown up in southeast Wisconsin, so returning there for medical school ultimately felt both practical and personal. "I wanted to go to MCW," she shares. "It was close to where I grew up, and I was excited for the opportunity to be there."

At MCW, Dr. Thornburg immersed herself in campus life, serving as student body vice president, co-president of the American Medical Association student chapter and as a student representative on key committees. Those experiences strengthened her confidence and revealed a passion for service that would later define her work.

Dr. Thornburg's passion ultimately took shape as Made for Shade, the sun-safety and skin cancer-prevention nonprofit she founded in 2006. Inspired by a late-night professional meeting and driven by a desire to give back while raising young children, she created the initiative to address a simple but critical need: protecting communities from excessive sun exposure. The organization provides shade structures, education and prevention resources in areas where sun safety is often overlooked.

"I feel really passionate about giving back," Dr. Thornburg says. "And of course, I want people to wear sunscreen and put a hat on – that's my main objective."

What began as a small, grassroots effort has grown into a robust organization supported by a dedicated board and creative fundraising events. Through Made for Shade, Dr. Thornburg hopes not only to reduce skin cancer risk, but also to model service for fellow physicians. "Imagine the impact in our communities if we all did a little more," she reflects.

Dr. Thornburg also runs a successful dermatology practice that blends medical dermatology with cosmetic and aesthetic care. Her expertise has earned her a growing national profile, including speaking engagements at cosmetic dermatology conferences and service on multiple advisory boards.

She is also a frequent media contributor, appearing on live television every other week to share evidence-based skincare guidance. Her commitment to education extends into her work as an author. Her recent book, *Chasing Beauty: The Art, Science, and Business of Aesthetics*, offers accessible skincare guidance for everyday readers and has led to collaborations with national publications such as *InStyle*, *Better Homes & Gardens* and *New Beauty*.

From MCW lecture halls to national media platforms and community-based prevention efforts, Dr. Thornburg's journey reflects a career guided by purpose. Her story illustrates the lasting impact of pairing professional excellence with leadership, outreach and a deep commitment to service. ■ – AMY WERDIN

Dr. Thornburg and daughters attend a Made For Shade event on June 12, 2025. (l-r): Ainsleigh Scott, Arabella Scott, Dr. Thornburg and Ali Scott.

Dr. Thornburg at her graduation from MCW in 1999

ALUMNI NOTES

1970s

Basil Varkey, MD, GME '70, '72, edited and co-wrote *Treatise on Heart Disease in Indians*, released in January 2026. His article on "Principles of Clinical Ethics and Their Application to Practice" (*Medical Principles and Practice* 17 Feb. 2021; 30 (1): 17–28) is one of the most cited articles in clinical ethics. Dr. Varkey and his wife live in Atlanta where their children – both of whom are MCW alumni – practice medicine.

Carlyle Chan*, MD '75, is the 2026 recipient of the American Psychiatric Association's *Verstermark Educator Award*, which recognizes excellence, leadership and creativity in the field of psychiatric education. He is an MCW professor of psychiatry and behavioral medicine, and of bioethics and medical humanities.

Stephen Hargarten*, MD '75, MPH, received the University of Wisconsin–Milwaukee Alumni Association's 2026 *Lifetime Achievement Award*. Dr. Hargarten is a professor and former chair of emergency medicine at MCW, where he also was founding associate dean for global health and founding director of the Comprehensive Injury Center. Dr. Hargarten is an internationally recognized expert on firearms injuries and a member of the National Academy of Medicine – the highest honor for an American physician.

1980s

Daniel Judge, MD '80, GME '83, is an anesthesiologist with Corewell Health in southeast Michigan, and a clinical assistant professor of medical education at Western Michigan University's Homer Stryker, MD, School of Medicine.

Patrick McKenzie, MD '83, GME '88, head team physician with the Green Bay Packers for the past 35 years, has moved into a role as senior medical advisor. Dr. McKenzie is a member of Prevea Orthopedics and Sports Medicine in Green Bay, with specialties in sports medicine, arthroscopy and ligament reconstruction.

Mark Harlow, MD '86, GME '91, has been selected for inclusion in the South Dakota Hall of Fame's Class of 2025. He is an orthopedic surgeon in Rapid City and past chief medical officer for Oyate Health Center, a tribally owned and operated facility managed by the Great Plains Tribal Leaders Health Board. He established the Dr. Mark Harlow–Oyate Health Center Healthcare Professions Scholarship to support Native American medical and nursing students, and received the Medical College of Wisconsin/Marquette Medical Alumni Association's *Humanitarian Award* in 2021.

Farrokh Dehdashti, MD, GME '88, was recognized by the Radiological Society of North America with the 2025 *Outstanding Researcher Award*. Dr. Dehdashti is the Drs. Barry A. and Marilyn J. Siegel Professor of Radiology and senior vice chair and director of the division of nuclear medicine at the Washington University School of Medicine Mallinckrodt Institute of Radiology.

1990s

Lori Brooks, MD '90, GME '94, has been appointed medical director for the newly opened ClearSky Rehabilitation Hospital in Cleveland, Ohio. Dr. Brooks has more than 30 years of experience in physical medicine and rehabilitation.

Eric Greenman, MD '90, GME '93, FEL '95, is a psychiatrist with Kaiser Permanente in Bellevue and Olympia, Wash.

Robert Egan, MD '93, is a neurologist with Kaiser Permanente with offices in Stockton and Modesto, Calif.

Beth Meyerand, PhD '96, has been named vice provost and dean of the graduate school at the University of Rhode Island. She previously served as associate dean of the graduate school and Vilas Distinguished Achievement Professor in the departments of medical physics and biomedical engineering at the University of Wisconsin–Madison.

Daniel J. Perrault, MD '96, GME '97, is a family medicine practitioner and emergency department physician with Ascension Wisconsin's All Saints Hospital in Racine and St. Joseph Hospital in Milwaukee.

Melissa Hessel, MD '98, a pediatrician, has joined Kaiser Permanente in Maui, Hawaii. She previously practiced with Kaiser Permanente in Spokane, Wash.

Terry Milam, MD '98, is a urologist with Prosser (Wash.) Memorial Health.

2000s

Roderick VanSurksum, DDS, GME '00, an oral and maxillofacial surgeon, leads Facial Designs, PA, with offices in Excelsior and Minnetonka, Minn.

Ty Carroll, MD '02, GME '05, FEL '08, has been named professor and chief of the division of endocrinology, diabetes and metabolism at the University of Wisconsin School of Medicine and Public Health. He was formerly a faculty member at MCW, where he was named *Outstanding Medical School Teacher* seven times.

Amitpal Singh Johal, MD '03, has assumed the role of medical director of enterprise supply chain for Geisinger Health System in Danville, Pa. He continues as chair of gastroenterology, hepatology and the Advanced Center of Endoscopy.

Martin Oates, MD '03, received the distinguished *North Star Award* from US Acute Care Solutions for the region encompassing Utah, Idaho and Nevada. He practices at Brigham City (Utah) Community Hospital.

Renee Smith, MD '03 GME '06, a family medicine clinician, has joined Aspirus Medford (Wis.) Clinic. She previously practiced at Aspirus Antigo Clinic and led a number of physician leadership positions at Aspirus Langlade Hospital.

**MCW faculty member*

Carrie Peterson*, MD '05, and Timothy Ridolfi*, MD '05, GME '12, have each been promoted to professor of surgery (colorectal surgery) at MCW. Dr. Peterson specializes in diagnosing, treating and managing colorectal diseases including colorectal cancer, inflammatory bowel disease, diverticulitis and anorectal problems. Dr. Ridolfi has conducted research on the quality of life and postoperative care for colon, rectal and anal cancers.

Tracy Beth Hoeg, MD '06, has been appointed acting director of the Food and Drug Administration's Center for Drug Evaluation and Research. A physician and epidemiologist, Dr. Hoeg was a visiting scholar at the Massachusetts Institute of Technology Sloan School of Management and practiced physical and interventional spine and sports medicine before joining the FDA.

Michael Wendt, PhD '07, was named department head and professor of basic medical sciences at Purdue University's College of Veterinary Medicine. He was previously the Arlene Holden Professor of Breast Cancer Research at the University of Iowa.

Katherine Eckstein, MD '08, is a trauma and emergency medicine physician with Mayo Clinic Health System's hospitals in La Crosse and Sparta, Wis.

Saket Girotra, MD, GME '08, a professor of cardiology at the University of Texas Southwestern Medical School in Dallas, has been elected to the American Society for Clinical Investigation.

2010s

David Smart, MD '10, is a dermatologic surgeon at The Roxbury Institute in Salt Lake City, Utah, where he specializes in treating lipedema.

Daniel Stein*, MD, FEL '10, has been promoted to professor of medicine (gastroenterology and hepatology) at MCW. He continues as the division's vice chair for education and director of the inflammatory bowel disease program at the Froedtert & the Medical College of Wisconsin health network.

Sara Herrera, MD '11, specializes in general surgery and trauma and acute surgery with the UP (Upper Peninsula) Health System in Marquette, Bell and Portage, Mich.

Jessica Francis*, MD, GME '11, MCW associate professor of obstetrics and gynecology, has been appointed the department's vice chair of education.

Julie Freed*, MD '11, PhD '08, GME '16, FEL '17, has been appointed as senior associate dean and director of the Clinical and Translational Science Institute of Southeast Wisconsin. She continues as executive vice chair and associate professor of anesthesiology at MCW.

Sara Jurek, MD, GME '11, is an orthopedic surgeon and sports medicine physician specializing in treating shoulder injuries with Orthopedic Physician Associates in Seattle, Wash.

Sarah Parker, PhD '11, is an associate professor of cardiology and biomedical sciences at Cedars-Sinai Medical Center in Los Angeles, where she co-directs proteomics and metabolomics.

Juliana Yang, MD '11, GME '14, is a gastroenterologist with WellMed at the University of Texas Rio Grande Valley in McCallen, Texas.

Scott Cohen*, MD, FEL '11, has been promoted to professor of medicine (cardiology) at MCW. He has extensive experience in adult congenital heart disease, hypertrophic cardiomyopathy and cardiac disease in pregnancy.

Trisa Danz, MD '13, has joined North Central Health Care in Wausau, Wis., as a child and adolescent psychiatrist.

Bhaskar Gurram, MD, FEL '13, an associate professor of pediatrics at the University of Texas Medical School in Dallas, has been named 2025 *Physician of the Year* by the North & Central Texas/Oklahoma Chapter of the Crohn's & Colitis Foundation. Dr. Gurram directs the UT Southwestern Inflammatory Bowel Disease Program and co-directs the Pediatric Intestinal Immunology Clinic at Children's Medical Center Dallas.

Steven Daniels, MD '14, is an assistant professor of radiology at Columbia University's Irving Medical Center in New York City.

Le'erin Voss, DDS, MPH '14, recently presented at a national dental conference in Montreal sponsored by the American Dental Education Association (ADEA). The ADEA is the leading organization for dental education, representing US and Canadian dental schools, faculty, students and industry partners, focused on advancing oral health and offering guidance for aspiring and current dental professionals.

Jacob Laine, MD '15, FEL '21, is a gastroenterologist with Ascension Wisconsin. He practices at Ascension's Elmbrook Hospital in Brookfield and Ascension St. Joseph Hospital in Milwaukee.

Ghulam Murtaza, MD, GME '15, a cardiothoracic surgeon, has joined UW Heart Hospital in Rockford, Ill. He previously worked at the University of Wisconsin Hospitals and Clinics in Madison, where he was one of only five surgeons in the US who perform total endoscopic coronary artery bypass.

Holly Haberman, MD '16, a family medicine physician, has joined SSM Fond du Lac Regional Clinic in Waupun, Wis. In addition to seeing patients of all ages as a primary care physician, she also provides prenatal, obstetrical and postpartum care.

Ashley Krepline, MD '16, GME '21, an abdominal organ procurement surgeon, has been named a clinical assistant professor of transplantation at the University of Wisconsin School of Medicine and Public Health.

ALUMNI NOTES

Erika Samlowski, MD '16, is an assistant professor in the department of surgery, division of plastic and reconstructive surgery, at Philadelphia's Fox Chase Cancer Center and the Lewis Katz School of Medicine at Temple University. She has conducted research on immunotherapy and gene-specific treatments for melanoma and other cancers.

Shayla Elizabeth Percy, MD '19, is a neonatologist and assistant professor of pediatrics at the University of Pittsburgh School of Medicine. She practices at the University of Pittsburgh Medical Center Magee-Women's Hospital.

2020s

Joshua Samuel Berger, DO, GME '20, is a family medicine physician with Partners in Health-University of Pittsburgh Medical Center in Delmont and Trafford, Pa.

Jason Detrick, PharmD '20, has been named pharmacist-in-charge at NuCara Specialty Pharmacy in Pleasant Hill, Iowa.

Erik Everton, PharmD '20, RPh, is an associate principal scientist in oncology at Merck in Racine, Wis. He works with clinicians from hospitals across the world to develop and assess new treatment regimens.

Joshua Shupe, MD '20, GME '23, FEL '25, is a child and adolescent psychiatrist with North Central Health Care in Wausau, Wis.

Rachael Jaszczenski, PharmD '21, is an inpatient pediatric pharmacist at Children's Wisconsin in Milwaukee, specializing in both general pediatrics and mental health.

Alex Sperry, PharmD '21, is director of research and development at Meds Healthcare in Elmhurst, Ill., where he is working to bring research and development in-house – establishing a lab, obtaining manufacturing equipment and developing compounding standards.

Amelia Schurke, MD '22, has joined Essentia Health-Lakewalk Clinic in Duluth, Minn., as a family medicine practitioner with expertise in obstetrics.

Justin Sporleder, MD '22, GME '25, a family medicine specialist, has joined the Essentia Health St. Mary's-Superior (Wis.) Clinic.

Jacob Wilcox, MD '22, a family medicine specialist, has joined the Essentia Health-West Duluth (Minn.) Clinic.

Mara Lord*, PhD '23, MBA, MCW's chief strategy and growth officer, was named to BizTimes Media's *Wisconsin 275*, which highlighted the state's most influential business leaders.

Megan Mills, PharmD '23, and **Rachel Schneider, Pharm D '23,** are clinical oncology pharmacists at Froedtert Hospital in Milwaukee, where they each completed their PGY2 oncology residencies.

IN MEMORIAM

1950s

Gregory Inda, MD '54, died on July 26, 2025, at the age of 95. He was an internist on the staff at St. Francis and St Luke's hospitals in Milwaukee in the late 1950s. In 1975, Dr. Inda moved to Scottsdale, Ariz., where he was on the staff at Scottsdale Memorial Hospital. After retirement, he continued working at the VA for many years.

Paul Capelli, MD '56, died at home in Kenosha, Wis., on September 17, 2025, at the age of 93. During medical school, he was elected to the Alpha Omega Alpha Medical Honor Society and was awarded a student fellowship by the National Foundation for Infantile Paralysis. After his residency training at Presbyterian St. Luke's Medical Center in Chicago, he served two years in the Air Force at Dow Air Force Base in Bangor, Maine. He then returned to Kenosha and practiced OB/GYN for his entire career. He and his late wife had had 10 children, 32 grandchildren and 16 great grandchildren.

William Kennedy, MD '58, an internationally recognized neurologist, died on January 3, 2026, at the age of 98. During his 57-year career at the University of Minnesota, he rose to the position of professor. Early in his career, he published findings on a rare muscular atrophy disease impacting males, which came to be known as "Kennedy's disease." For 25 years, Dr. Kennedy represented the specialty of neurology at the American Medical Association. He published 21 book chapters and 143 peer-reviewed articles.

1960s

Malcolm Vye, MD '61, died in Evanston, Ill., on October 23, 2025, at the age of 89. Dr. Vye joined Evanston Hospital in 1971, where he spent the remainder of his professional career. He served as director of the hematology and coagulation laboratories, and vice chairman of the department of pathology and laboratory medicine.

Terrance Fisher, MD '62, died on December 17, 2025, at the age of 89. He joined the Rockford (Ill.) Clinic in 1971 as a cardiologist and served the community for 30 years. He also served the American Heart Association throughout his career, including as president of the Winnebago County and the state of Illinois chapters, and received the AHA Midwest Affiliate *Outstanding Volunteer Award*.

Philip Fraterrigo, MD '68, MS '67, died on January 26, 2026, at the age of 85. Dr. Fraterrigo served for many years as chief of ophthalmology at St. Clare's Hospital in Schenectady, N.Y., and was a lifetime member of the Schenectady Medical Society.

Walter Keyes, MD '68, died at home in Kettering, Ohio, on September 25, 2025, at the age of 83. During his 52-year medical career, Dr. Keyes served as chief of staff at St. Elizabeth Hospital in Dayton, Ohio, and as president of the Montgomery County Medical Society. From 1972–1978, Dr. Keyes served as a flight surgeon with the Ohio National Guard's 178th Tactical Fighter Group.

1970s

Robert Pfeffer, MD '70, of Three Lakes, Wis., died on January 26, 2026, at the age of 81. He was a family medicine physician who practiced medicine at the Bump Clinic in Rhinelander, Wis., later opening a private practice in Port Washington, Wis. In his later years, he served as an emergency room physician at Ripon Medical Center in Ripon, Wis.

Michael Weinstein, MD '70, GME '74, of St. Petersburg, Fla., died on November 28, 2025, at the age of 82. He practiced internal medicine at Milwaukee's Aurora Sinai Medical Center for more than 40 years, ending his career at Healthcare for The Homeless.

Thomas Reilly, MD '71, of Shreveport, La., died on November 25, 2025, at the age of 86. In 1980, he moved to Shreveport and served as the physician at the General Motors plant before opening his own practice in geriatrics, from which he retired in 2020.

Mario Oliveros, MD, GME '73, died on January 12, 2026, at the age of 81. He was an internist in private practice at Chicago's Edgewater Hospital and Bethany Hospital. He also provided medical care to countless patients at Chicago's Swedish Covenant Hospital, Thorek Hospital and Kindred Hospital.

Robert Ninneman, MD '76, of Brookfield, Wis., died December 27, 2025, at the age of 75, following a fall and traumatic brain injury. Dr. Ninneman practiced interventional cardiology at Milwaukee's Aurora St. Luke's Hospital for more than 20 years, retiring in 2014.

1980s

David Wrenn, PhD '83, died on January 27, 2026, at the age of 72. He began his career as an assistant professor at Brown University Medical School before moving into industry, where he conducted research on the design of new supplement regimens for Astra/Merck, Novartis, Otsuka, PDL Biopharma and Quest Diagnostics.

Nancy Cervenansky, MSN '87, died in Franklin, Wis., on September 28, 2025, at the age of 78. She specialized in psychiatric nursing and was nursing coordinator for the first inpatient program for impaired female patients at Milwaukee's former DePaul Hospital. Later in her career she was dean at the Ruth S. Coleman School of Nursing at Milwaukee's Cardinal Stritch University.

1990s

Natalie Krah, MD '93, of Cascade, Wis., died on November 9, 2025, at the age of 58. Dr. Krah, a psychiatrist, was in private practice in Los Angeles and was on the staff at Motion Picture & Television Fund until returning to Wisconsin in 2009. She worked as a psychiatrist for Fond du Lac County until retiring due to illness in 2021.

2000s

Ian Mitchell, MD, MA '04, professor emeritus of pediatrics and bioethics at the University of Calgary's Cumming School of Medicine, died on December 3, 2025, at the age of 82. Dr. Mitchell was director of the intensive care unit at Alberta Children's Hospital. He won awards for his work as a clinician, advocate and mentor, including the Canadian Medical Association's *Ethics Award* in 2013.

Mary Jeanne Clark, MA '05, died in Cincinnati, Ohio, on January 20, 2026, at the age of 76. She worked as a community health nurse at a free clinic in Mundelein, Ill., and later held multiple leadership roles at Advocate Condell Medical Center in Libertyville, Ill. She later served as executive director of HealthReach, a free clinic in Lake County, Ill.

Paul Signorino, MD, GME '07, of Burr Ridge, Ill., died suddenly on January 23, 2026, at the age of 51. Dr. Signorino joined the University of Chicago faculty in 2021 as a clinical associate in surgery. Prior to 2021, he spent more than a decade caring for patients with DuPage Medical Group and served as chair of surgery at Advocate Good Samaritan Hospital in Downers Grove, Ill.

Special Remembrances

Ernest Borden, MD, the first full-time director of the MCW Cancer Center, died in Madison, Wis., on January 18, 2026, at the age of 86. During his tenure at the center from 1990-1994, 20 research scientists joined the MCW faculty. While at the University of Wisconsin Cancer Center in the 1980s, Dr. Borden conducted the world's first clinical trials using interferon to help stimulate the body's defense mechanisms to fight cancer.

Elizabeth (Betsy) Brenner, MBA, who served as chair of MCW's board of trustees from July 2024 until her death on January 23, 2026, at the age of 71. Ms. Brenner joined the MCW board in 2010 and was vice chair from 2022-2024. She was named publisher and president of the *Milwaukee Journal Sentinel* in January 2005 and served as executive vice president of Journal Communications and its spinoff company, Journal Media Group. During her tenure at the *Milwaukee Journal Sentinel*, the newspaper won three Pulitzer Prizes, including one awarded in 2011 that told the story of groundbreaking genomic research conducted at MCW.

Andrew Foy, MD, MCW professor of neurosurgery, died on October 10, 2025, at the age of 48. Dr. Foy joined MCW in 2011 and was on the medical staff at Children's Wisconsin, where his clinical focus was neuro-oncology and spina bifida. He pioneered fetal meningocele repair in Wisconsin and championed lifespan care.

Garrett Gross, PhD, of Shelbyville, Ky., MCW professor emeritus of pharmacology and toxicology, died on December 23, 2025, at the age of 83. He served as a faculty member in the department from 1973-2013, including leadership roles as vice chair and interim chair. In recognition of his exceptional institutional contributions, he received MCW's *Distinguished Service Award* in 2001. Dr. Gross was an eminent cardiovascular pharmacologist, achieving international recognition for his contributions in the fields of coronary blood flow regulation and pathophysiology of ischemic heart disease.

Thomas Kidder, MD '68, GME '73, retired MCW professor of otolaryngology and communication sciences, died on January 17, 2026, at the age of 83. Dr. Kidder served as clinical vice chair of the department and as its residency program director. He was recognized with a *Lifetime Teaching Award* in 2000 and election to the Alpha Omega Alpha Honor Medical Society as a faculty member in 2006. Dr. Kidder served on the MCW/Marquette Medical Alumni Association board and was the recipient of the Alumni Association's *Distinguished Service Award* in 2007. The Thomas Kidder Mentorship Fund in Otolaryngology and Communication Sciences at MCW recognizes his support for young physicians.

Richard Komorowski, MD '67, GME '72, retired MCW professor of pathology, died on September 13, 2025, at the age of 83. He joined MCW's pathology faculty in 1974 as an assistant professor, was promoted to associate professor in 1979 and professor with tenure in 1992. Over the course of his 42-year tenure, he published more than 100 professional papers on gastrointestinal pathology. Dr. Komorowski retired from MCW in 2016.

Michael McQuillen, MD, MA, founding chair of MCW's department of neurology from 1974-1986, died on September 18, 2025, at the age of 83. He also founded MCW's Center for the Study of Bioethics in 1982. From 1987-1993, he served as chair of neurology at the University of Kentucky. A prolific author, he published more than 80 original articles ranging from basic and clinical research on neuromuscular disorders to exploration of ethical issues in end-of-life care.

William Schneider, MD '60, died at his home in DePere, Wis., on October 21, 2025, at the age of 90. He founded Orthopedic Associates of Green Bay in 1987. He practiced orthopedic surgery from 1967-1994, and served as chief of surgery at Green Bay's St. Vincent Hospital from 1988-1990. Dr. Schneider was instrumental in the founding of MCW-Green Bay – serving on its Location Search Committee, Student Application Review and Admissions Interviews Committee, and teaching physical examination classes. In 2024, Dr. Schneider received an honorary doctor of humanities degree from MCW for his many contributions to the institution.

Witold Karol Subczynski, PhD, DSc, MCW professor of biophysics, died on January 12, 2026, after a long battle with cancer. Dr. Subczynski joined the department of biophysics as an assistant professor in 2000 and rose through the ranks to associate professor in 2002 and professor in 2010. He published approximately 200 manuscripts and reviews and made major contributions to understanding the science of cholesterol in membranes and its implications in cataract and other diseases, as well as to the advancement biological applications of high-field EPR spectroscopy.

David Wyatt, MD, former MCW division chief of pediatric endocrinology (1990-2008) and professor of pediatrics, died on December 6, 2025, at the age of 76. Dr. Wyatt spent more than three decades at MCW after joining the faculty in 1984. Over the course of his career, Dr. Wyatt published extensively in many areas of endocrinology and diabetes, including early and influential work on metabolic factors associated with pediatric diabetic ketoacidosis and studies examining the outcomes of growth hormone therapy in children.

Hershel Raff, PhD, FAAAS, FAPS

Hershel Raff, PhD, FAAAS, FAPS, is a professor of medicine (endocrinology and molecular medicine), surgery, physiology and pharmacy in the Cardiovascular Research Center, and in the Office of Medical Education, Academic Affairs and Curriculum Affairs.

During Dr. Hershel Raff's 43 years of service to MCW, he has enriched the institution as an educator, research scientist, mentor and leader.

A deep commitment to teaching has been a hallmark of Dr. Raff's career, guiding more than 10,000 students, residents, fellows and faculty as a teacher and mentor. He is a six-time recipient of the *Harry Beckman Basic Science Teaching Award* (chosen by the graduating medical school class), a 12-time winner of MCW's *Outstanding Medical Student Teacher Award* and an inaugural member of the MCW Society of Teaching Scholars. He also was elected to the Alpha Omega Alpha Honor Medical Society by the MCW medical students – a rare distinction for a non-clinician. Dr. Raff has helped shape every major curricular iteration at MCW, and currently serves as co-director of Phase 3 of the MCWfusion™ curriculum.

Dr. Raff's world-renowned research on laboratory diagnosis of endocrine disorders has led to groundbreaking impacts on clinical care, most notably the development of late-night salivary cortisol testing (now a global first-line test for Cushing's syndrome). He has more than 250 publications, possesses vast editorial experience and was associate editor of *Endocrinology* and *American Journal of Physiology*.

A multiple-time winner of the MCW *Outstanding Faculty Service Award*, Dr. Raff's service to MCW is remarkable in scope and significance. He has served on virtually every major institutional committee, including Faculty Council (as president). He has also held international leadership roles, including secretary-treasurer of the Endocrine Society and chair of the Publications Committee of the American Physiological Society.

In recognition of more than four decades of significant contributions to MCW and beyond, Dr. Raff received MCW's highest faculty and staff honor, the *Distinguished Service Award*, in 2025. ■

– CAROLINE LADD

What Drives You?

It is important to me in my career to have a positive impact on current and future generations of clinicians and researchers. It has been my privilege to teach and mentor medical, graduate and pharmacy students, as well as fellows and faculty members. And it is fulfilling to know that I am making a difference by guiding them as their careers begin and progress.

What Has Been the Highlight of Your Career?

Among my career highlights, I would include the development of the use of late-night salivary cortisol testing in the diagnosis of Cushing's syndrome, which has revolutionized this very challenging diagnosis and is now part of the international clinical guidelines. This work exemplifies the benefits of the collaboration between clinicians and foundational scientists in the advancement of medical practice. Another highlight has been the opportunity to serve in leadership positions in national and international professional organizations such as the Endocrine Society and the American Physiological Society.

What Do You Still Hope to Accomplish Over Your Career?

I hope to continue to encourage and foster the importance of lifelong learning. Those who possess the motivation to stay current on medical and scientific breakthroughs throughout their careers will have a positive impact in their chosen fields.

What Would You Like Your MCW Legacy to Be?

I hope that a significant part of my legacy will be demonstrating the benefit of collaboration between basic scientists and clinicians in advancing healthcare. Encouraging collaboration improves basic scientists' awareness of the clinical impact of their work and increases clinicians' recognition of the importance of staying up to date on cutting-edge research. This interaction leads to better research and better clinical care.

What One Piece of Advice Would You Like to Share With Your Colleagues?

If you have an opportunity to teach, take it! It will give you the ability to share your expertise, to ensure you keep current with the most recent research developments in your field and to convey your knowledge to others. It is rewarding to inspire a love of learning and impart the importance of a lifelong pursuit of knowledge.

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